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**ANNUAL REPORT
TOWN OF SALEM
NEW HAMPSHIRE
1984**

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TOWN OFFICERS

ADMINISTRATION

Selectmen - Three Year Term	Term Expires
Howard C. Glynn, Chairman	1985
Stephen Buco	1987
Ronald J. Belanger	1987
Leo Beaulieu	1985
Henry J. Potvin, Jr.	1986

Town Manager
Michael J. Valuk

District Court
Justice Robert D. Marshall
Special Justice Urville Beaumont
Clerk of Court David Wajda
Court Services Officer Brad Mulhearn
Probation Officer Arthur Wyman

Moderator - Two Year Term
Laurence Belair 1986

Town Clerk - Three Year Term
Eleanor B. Barron 1987

Tax Collector - Three Year Term
John H. Lamprey 1987

Treasurer - Three Year Term
Richard Driscoll 1987

Finance Director
Thomas Sibalski

Budget Committee - Three Year Term
Charles Coll, Chairman 1986
David Boutin, V. Chair. 1987
William Carney 1987
Donald Roulston 1985
Fred Kruse 1985
Andrew Grasso 1987
B. Joyce Marcin, Sch. Bd.Rep.
Stephen Buco, Sel. Rep.
Chief Assessor
Joseph Lessard

Personnel Director
Nicholas Manolis

Chief of Police Department
John P. Ganley

Chief of Fire Department
Donald Bliss

Public Works Department
Director Edward J. Blaine, Jr.

Department of Development
Administrator Ross A. Moldoff
Building Official Samuel Zannini
Building Official Ralph Holt
Building Official Stillman Kealey, Jr.

Human Services
Welfare Administrator Robert Loranger
Recreation Director Brian Ross
Seniors Coordinator Sally Sweet

Civil Defense
Anthony Coco, Director
William Loeffler, Deputy Director
Donald Roulston, Deputy Director

Library
Director Edward Reed
Assistant Director Eleanor Strang

Library Trustees - Three Year Term
Richard O'Shaughnessy, Ch. 1986
Bertice Woodbury 1987
Anna C. Willis 1985

BOARDS & COMMISSIONS

Board of Adjustment - Five Year Term
William Pry, Chairman 1989
Carl Montequin 1985
Kenneth Folsom 1986
Philip DeRosa 1987
Peter Tokanel 1988

Alternates - One Year Term
Phyllis Raynowska 1985
Rita Wefers 1985
Michael Grieco 1985
Francis Champoux 1985
Rene Milone 1985

Planning Board - Five Year Term
William L. Kelly, Chairman 1988
Emil Corrente 1985
Robert Dineen 1986
Laurence Belair 1987
Charles McMahon 1988
George Salisbury 1989
Ronald J. Belanger, Sel. Rep.

Conservation Commission - Three Year Term

George P. Jones, III, Ch.	1985
Lawson Brouse	1986
William Schultz	1986
James Frahm	1987
Earl Merrow	1987
Ross A. Moldoff, Plan. Board Rep.	
Henry J. Potvin, Sel. Rep.	

Council on Aging - Three Year Term

Ellen C. Greer	1985
Margaret Gurney	1985
Janet McPherson	1985
Roy Hodsdon	1985
Francis Wormald	1986
Mary Linehan	1986
Lillian Svenson	1986
Mary Barton	1986
Scott Malyerck	1986
Marion Robinson	1987
Della Highfield	1987
Kathleen DiGregorio	1987
Claudette Patrick	1987
Doris Flaherty	1987
Irene Pallaria	1987
Sandra Merrill	1987
Ruby Nazarian	1987
Henry J. Potvin, Sel. Rep.	

Highway Safety Commission

John P. Ganley, Chairman	
Bert Ford	
Edward Newman	
Roland Laroche	
Francis DeCesare	
Paul Johnson	
James Coen	
Donald Bliss	
Leo E. Beaulieu, Sel. Rep.	
Ronald J. Belanger, Sel. Rep.	

Historic District Commission - Three Year Term

Arthur Berlin	1985
Bertice Woodbury	1986
Howard Hart	1986
George Winchell	1986
Beverly Glynn	1987
William Kelly, P.B. Rep.	
Henry J. Potvin, Sel. Rep.	

Housing Authority - Five Year Term

Exec. Dir. Nancy Rochira	
Michael Carney, Chairman	1987
Raymond Bower	1989
Delbert Downing	1985
George Gelt	1986
Bert Duvernay	1988

Recreation Advisory Committee

Philip Camarata	1987
Thornton Harvey	1987
Robert Nagri	1987
Carol Dozibrin	1986
Ernest Hyde	1986
Douglas Micklon	1986
Dale Helmbrecht	1985
Jody Michaud	1985
Rev. David Tontonoz	1985
Howard C. Glynn, Sel. Rep.	
Ralph Brandano, School Bd. Rep.	

Water Quality Advisory Board

Gary Wright, Chairman	
Clifford Sullivan	
Thomas Connell	
Howard C. Glynn	
James Frahm	
Dennis Butterfield	
Lynn Joslyn	
Charles Stewart	
Charles LaRoche	
Alvin Berner	

Supervisors of the Checklist - Six Year Term

Shiela Murray	1986
Joan Sabatini	1988
Janice Habib	1990

Trustees of Trust Funds - Three Year Term

Robert True	1985
Nicholas Moschilli	1986
Hobart Spring	1987

Mosquito Control Commission

Richard F. Seyfried, Chairman	
Sam Burke	
Leo E. Beaulieu, Sel. Rep.	

Museum Committee

Arthur Berlin	
Beverly Glynn	
Dorothy Burnt	
Mrs. Louise Ackerman	
Ernest Mack	
Bertice Woodbury	
Ex-Officio, Arthur Mueller	

REPRESENTATIVES TO NEW HAMPSHIRE GENERAL COURT

Two Year Term

Lynn Joslyn	1986
Carol Nagel	1986
Elsie Vartanian	1986
Robert Mason	1986
Victor Emanuelson	1986
Michael Champoux	1986
Marilyn Campbell	1986
Beverly Gage	1986
Donna Sytek	1986
Bert Ford	1986
Bernard Raynowska	1986

Food for Thought

The Public Servant's Lament

If I express myself on a subject, I'm
trying to run things.
If I'm silent, I'm dumb or have lost
interest.
If I'm always at my office, why don't I
get out and learn what's going on.
If I'm out when they call, why am I not
tending to business.
If I'm not at home at night, I'm out
carousing.
If I'm home, I'm neglecting important
outside contacts and activities.
If I don't agree with persons, I'm bull-
headed.
If I do agree, I don't have any ideas of
my own.
If I don't do what I'm requested, I'm a
darn poor official.
If I do agree, well, that's what I'm paid
for.
If I give someone a short answer, I'm
"too big for my britches."
If I attempt to explain the pros and cons
of an issue, I'm a know-it-all and long
winded.
If I'm well dressed, I think I'm a big shot.
If I'm not, I'm a poor representative of
my office.
If I'm on the job a short time, I'm inexpe-
rienced.
If I've been there a long time, it's time
for a change.

—Anonymous

REPORT OF THE BOARD OF SELECTMEN

Report of the Board of Selectmen

One lesson must be learned quickly by a new Chairman and two new Board members who must work with two incumbents, a new Manager, and a number of new and old department heads; that lesson being that no matter how new anyone is, a lot of the old thorny problems seem to persist. Often, the partial solution to old problems is a new approach; and, if the Board of Selectmen has a single major accomplishment this year, it lies in taking a fresh new approach to old problems.

Perhaps the biggest problem in Salem is the diverse nature of the community and the difficulty in generating any kind of consensus or majority on a single issue. The nearly dead-even vote on the Rockingham Venture initiative is symbolic of that diversity.

Our approach to this problem began with community based goal setting sessions to shake some kind of common ideas out of our citizens, so we, as a Board, can lead the administration where the citizens want Salem to be. This has not been easy - but common ideas, and the building blocks of a consensus exist, which we hope shall steer the administration and our local government in a common direction in 1985.

Despite the clear feeling that the Ship of State has a pilot - the powerful inertia of a Board of Selectmen - unanimous vote has been very elusive except in rare cases. We accept this as the nature of Salem and the nature of our process. However, we take a special kind of pride in doing business in a positive manner, in spite of the divisions on the Board. After all, that is why we were elected.

We have, as a new, or new/old Board, learned that when we give clear direction to the Manager and the administration, things happen.

Once the Board moved on the implementation of the new merit system, our staff was at our heels with a proposal that met our wants, needs and desires.

We were fortunate that the Board of Selectmen before us gave the G.L.S.D. agreement as a long term solution to our sewage treatment problems; but we are proud that clear direction from this Board allowed the force main project to G.L.S.D. to relieve a troublesome overloaded plant between now and 1986-87. Our eligibility for an engineering innovation award on this project indicates that Salem has once more sprinted into the lead in creative solutions to thorny problems. We look with pride upon the lifting of the ban on sewer connections in Salem by the NH Water Supply and Pollution Control Commission which resulted from this project.

Goal setting has given us a long range view of the problems in our sewer system; and, in a unanimous vote, the Board of Selectmen has advanced the idea of a Four Year Buildout of the Town's Sewer System to a vote at Town Meeting 1985. We sincerely hope that our voters look beyond the \$23 million cost and look at the relatively small impact on all users when balanced against the environmental damage now being done to our lakes, streams, and groundwater. The time is long since passed to step out and do something in this critical area.

Another theme which emerged from our view of the future is the critical need to plan for a future water supply of sufficient quality and quantity for Salem. The successful installation of the Duston Road water line makes us all feel good as Board members, but the circumstances which led to it leave us uneasy as to the future of wells as a source of water in Salem. We have already begun to review options on this matter and by Town Meeting 1985, hope to have at least as many answers as questions.

Salem has a long list of traffic problems, not the least of which is Route 28. In 1985, Route 28 will be rebuilt as Phase I of that project proceeds with the unanimous blessing of this Board. We ask all our citizens to bear with us for a better, safer Salem.

In conclusion, I'd like to take an opportunity to express my appreciation to Salem's citizens and voters for their active roll in making our government work. I am especially grateful to those who have stepped forward to serve on the boards, commissions, or committees. Time is a rare commodity in one's life, and to spend it making your Town a better place to live is an endeavor worthy of many thanks. In addition, I'd like to thank each member of the Town administration for their role in Salem's good government, especially those who spend the extra time and effort with little recognition to make things work a little better for the Board of Selectmen and our citizens.

Respectfully,
Howard C. Glynn, Chairman
Board of Selectmen



Selectmen (l-r) Ronald Belanger, Stephen Buco (V-Chair), Howard Glynn (Chairman), Henry Potvin, Leo Beaulieu.

Report of the Town Manager

A new Manager stepping into his position in the eastern apex of New Hampshire's golden triangle, feels much like a rookie quarterback entering the superbowl of government.

Across the line of scrimmage of Salem government, he looks at a menacing defensive front four of: "budget limitations," "growth pains," "water problems," and "sewer problems." As if this were not enough to chill the spine, these problems are backed up by linebackers named "employee turnover," "traffic," and "community politics." The defensive backfield standing between you and the goal features "litigation," "procrastination," and "frustration," all joining the free safety "time," which is never on anyone's side in the eyes of one's critics.

New managers in Salem, like rookie quarterbacks, never have the luxury of calling time out. Your job is to call the plays, and get the team moving.

But there is ample reason to be poised and confident. Your team owners, the citizens of Salem, have a history of giving you the support you need to field, and run, a good team and they respect their quarterbacks (Managers). Your general managers and coaches; the Board of Selectmen, are willing to work with you, map out a game plan, and let you call the plays. As you step into the huddle and call the play, you have a front line of dedicated Town employees who know their jobs and will run interference of knowing that your Town Department Heads are a group of high-performance running backs and receivers, so you need not carry the ball alone all the time.

The roar of the crowd, the press and the notoriety, are not the substance of this game. The job is to stick to the game plan, take it one first down at a time, and keep looking toward that goal line - the good of Salem's citizens. You know you and your people will take some heavy abuse and lose yardage occasionally. But each time you step up and call those signals, the goal line must be on your mind. If you lose sight of that goal line - if the good of Salem's citizens slips your mind; call time out and leave the game, because you've lost track of what it is all about. Such is the substance of municipal government in allegory form.

This Manager's "Honeymoon" period in Salem lasted for the two hours it took him to drive to Salem from Vermont, after that, it was clear that if he wanted time to think, he would have to think while doing.

Preparing oneself for Town Meeting in 1984 was like a two-week crash course in New Hampshire government and Salem's local issues. The final exam was the year-long task of following up 64 articles.

The faces that hired this Manager lingered a bit longer than the honeymoon, several weeks after walking into the office, the Manager faced not only a new community, but also a new Board of Selectmen. The adjustment period of styles, personalities, and temperament that allows a Manager and five Board members to run a \$13 million operation is a study in group dynamics worthy of a textbook itself. It continues to this day, and we soon face another election, with more new faces seeking a voice in running the team.

In the first six months in Salem, the single greatest challenge, aside from finding a place to rest one's feet, was to address the raft of personnel issues weakening the Town Administration. The end result of what some long-serving employees called the "days of rage" compelled this Manager to recruit, in a highly competitive job market, a new Finance Director, Data Processing Coordinator, and a Director of Public Works; and to make allowances for the functions of a retiring full time purchasing agent and full time Treasurer Aide.

During this period the maintenance of operations was a study in resource allocation as the remaining employees were shuffled and juggled to make ends meet. Long-serving Town employees, many of whom go unnoticed by the public, filled the breach and kept operations going until we were able to staff up. Hopefully, the day will come when Salem will appreciate the efforts of these unsung heroes and heroines.

The merit system for the bulk of the Town's A & S grade non-affiliated employees had been shelved for 27 months by a Board of Selectmen which perceived raises as automatic and evaluation as lacking. It was replaced by the proposal for an innovative performance-oriented merit system which allows employees to participate in the setting of goals, and be rewarded for attaining them. This concept, borrowed from the most forward-looking private enterprises, promises to keep Salem at the forefront of municipal employee relations.

Endless hours were invested in the outlining of options and actions in meeting the challenge of an overloaded and often odoriferous sewage plant, as well as the expansion of the collector sewer system in Salem Center. The innovative concept of a temporary force main through Methuen to the GLSD facility in Andover turned enough heads in Concord and Salem to allow the troublesome sewer ban to be lifted. Salem and its engineers are among the finalists for an engineering innovation award for this project. The treatment plant troubles us with intermittent odors, but we can live with them so long as efforts at suppression continue, and the prospect of the plant closing in two years remains. For this, we must thank the forward-looking Selectmen and Administrator who preceded us.

As we look at 1985, we stand astride a newly proposed sewer rate structure as a tool to pay our bills, gear us for the future, and allocated costs fairly.

Salem's long term sewer future hinges on the vote on the \$26 million sewer build-out project at this Town Meeting. This vote ranks as the singly most significant initiative in terms of environmental protection and growth management in many years. Let us think about it and vote intelligently. It is truly a vote to correct past mistakes and plot the future.

Water problems were eclipsed by sewer concerns, but they wait in the wings to haunt us. The uncertainty of the water quality and quantity at the Turner Well near the now famous L.L. & S. Landfill would certainly have left us all anxious had we not had the wettest spring in twenty years, allowing Canobie Lake to carry us over the summer. The Board of Selectmen has placed the initiative of finding water supply options in the hands of the Administration, hopefully before we have a crisis. On another water supply front, the Duston Road water line is now a matter of history. This noble and emotional effort of relief to North Salem citizens is tarnished only by our disappointment of the 99 users on the line, only 15 have connected and will participate in its funding as water users.

Salem took a step back on the Route 28 reconstruction project in 1984, and took a fresh look at its impact. But then leaped forward, committing the Town to the rebuilding of about half the critical commercial artery; making it a safer and more convenient gateway to Salem.

Perhaps the highlight of 1984 was in the efforts of the Board of Selectmen and the Town Administration in community based goal setting. We, in the Town Administration, feel that the critical first step has been taken in pro-active government, as opposed to reactive government. We look with anticipation at a continuation of this effort in 1985. The sense that Salem can control some of its future is a good feeling. We hope to see this effort aggressively pursued in 1985.

We talk so much in government about expenditures, but often ignore receipts — let us not compound that error. Salem's total valuation took a brisk rise of \$30 million last year due chiefly to the rise of Rockingham Park from the ashes, a new rehabilitation hospital in South Salem, and a number of smaller scale commercial and residential developments. Town taxes were held stable in 1984 as testimony to the positive side of healthy commercial growth. We, in government, hope that the lights over Rockingham Park in the summer sky will punctuate further positive development on the site which is now ground zero for commercial growth in Salem.

So that's the way it was, ten months of Salem's 1984, to which the new Manager bore witness and in which he participated, leaving his rookie status behind.

The warmth and cooperation of Salem's citizens, and the attitude of its government officials have served to soften a trying transition for the Manager and his family. Words fall short in conveying proper appreciation. We look forward to making Salem our home as it is yours. This is a lengthy report, but it has been a lengthy, eventful ten months which compel comment. The task now is to set down one's pen and look at 1985.

Michael J. Valuk
Town Manager



Michael J. Valuk, Town Manager

Finance Department Report

The Finance Department consists of positions including the Finance Director, Assistant Finance Director, Accounts Payable Clerk, Utilities Clerk, Payroll Clerk and Purchasing Coordinator. It is empowered with the task of receiving, disbursing, and accounting for all Federal, State and Local Funds for the town.

In 1984, the position of Data Processing Coordinator was added to this department. The main objective of this position is to enhance the towns computer capabilities and offer more software for town departments.

The Town of Salem has had a very stable financial outlook through 1984. Water and Sewer Fund Revenues have kept pace with expenditures. The General Fund has finally showed stabilization as indicated by the 1984 tax rate of \$31.17, which is the same as 1983.

The major objectives facing the Finance Department in 1985 will include a bigger emphasis on cash management, a five year capital expenditures plan and a comprehensive computerized accounting system to reflect cost centers based on each government function.

Thomas W. Sibalski
Finance Director

PERSONNEL DEPARTMENT 1984 ANNUAL REPORT

1984 saw the undertaking of many significant personnel projects. Of note, was the updating and implementation of a revised Personnel Plan, the implementation of the Employees Assistance Program and the restructuring of the Merit System.

The revised Personnel Plan established a uniform framework under which personnel matters, particularly those affecting non-union personnel, are conducted. The adoption of the revised Personnel Plan has served to alleviate confusion regarding policies and practices.

The Employees Assistance Program (which was the result of considerable work by a joint labor-management committee) is designed to offer professional assistance to employees and/or their families who are experiencing a wide variety of personal problems. The basic thesis behind the Employee Assistance Program is that an employee who is having a personal problem often brings that problem to the workplace impacting productivity and usually resulting in lost time.

The Merit System was restructured after a thirty month absence during which employees assigned to the "A" Salary Schedule (those in administrative, technical and professional positions) did not receive performance-based increases. The new system, which will be effective April 1, 1985, will cover clerical employees as well as those assigned to the "A" salary schedule and will establish specific performance goals and objectives which must be met in order to receive merit payment. This concept represents a notable departure from the usual "step" system used by most municipalities. However, with the cooperation of both labor and management, this system can work.

1984 also saw the undertaking of a major reclassification review of clerical positions. The intent of which is to determine whether Salem is competitive in the Marketplace for its clerical employees.

On the labor relations front, 1984 saw the conclusion of negotiations with the Salem Brotherhood of Firefighters, I.A.F.F., Local #2892, resulting in a two (2) year agreement and the initiation of negotiations with the Public Works Union, A.F.S.C.M.E., Local #1801, for an agreement to succeed the current agreement which expires on March 31, 1985.

Several recruitment and selection efforts were conducted during 1984 with the primary emphasis being the refilling of two (2) key management positions, specifically the Director of Public Works and Finance Director. In addition, the Personnel Department continued to provide technical assistance to operating departments and served as a resource for all employees.

My sincere thanks to Administrative Secretary Anne Priestley for her efforts in making 1984 a successful year for the Personnel Department. Also, my thanks to all municipal employees for their efforts in the workplace.

Respectfully submitted,
Nicholas Manolis
Personnel Director

SALEM DISTRICT COURT

Judge's Report

The Salem District Court processed 12,636 cases in 1984, a 6% increase over our figures for 1983.

D.W.I. cases continue to flow through the court system. In spite of all the publicity about the dangers of drinking and driving, people continue to drive under the influence of alcohol. The penalties are severe: loss of license for one year for a first offense, loss of license for three years for a second offense plus a minimum of seven days in jail. Yet the citizenry continues to be indifferent.

We have recently brought the S.A.D.D. (Students Against Driving Drunk) program to Salem High School and the students formed their own S.A.D.D. Chapter. It will succeed only if the parents support their children. It is time for all residents to get involved to combat this problem.

The Probation and Court Services departments continue to serve the people of Salem effectively and constructively as their reports indicate. Our diversionary programs have been very successful as our low rate of recidivism proves.

This year we will try to develop a rehabilitation program in Salem. The young people that are flowing through the system need attention. If they are to become constructive and responsible members of the community in the future, the community should be responsive to their needs now. In many cases, a decent job where they can earn some respect and self-image is all that is needed to turn them around. We will be going to the business community for assistance in this endeavor and hope they will respond.

Robert D. Marshall,
Justice

REPORT OF PROBATION DEPARTMENT Salem District Court

Probation today is considered to be an inexpensive and effective method of disposing of criminal and juvenile cases while providing appropriate sanctions for the offender, protection for society and rehabilitation which will return to the community a productive, taxpaying citizen.

Probation accomplishes this by gathering information (social, psychological, medical and criminal) on the individual in order to make appropriate recommendations to the Court. It provides continuous supervision of the individual to ensure that s/he complies with the requirements of the Court as well as maintain control of the person while s/he moves about the community. The Court is regularly informed of the individual's progress and final recommendations are made based on the Probation Officer's assessment of the individual's ability to adjust to the norms of society.

Currently, the Probation Department supervises 152 cases - 131 adults and 21 juveniles and has completed 131 investigations involving adults, juveniles and annulments. The Department is responsible for the alternative sentencing program wherein offenders are sentenced to public community service projects as a means of "working off" their fines and time owed. Currently there are approximately 37 individuals assigned to this program who perform work at various locations throughout the Town to include the Senior Center, Boys' Club, Recreation and Cemetery Departments. In addition, the Department has the responsibility of collecting indigent counsel fees which thus far have totalled 48 cases. To date, we have collected \$1712.73 for the State of New Hampshire. Finally, the Department oversees approximately 202 DWI offenders who have referred to the Alcohol Awareness Program.

REPORT OF THE COURT SERVICES DEPARTMENT Salem District Court

The Court Services Department essentially deals with the so-called "status offenders" - those youth who habitually disobey the lawful demands of their parents, school officials, and others in various positions of authority. They are generally referred to as uncontrollables, truants, and runaways. Services provided include problem assessment, direct counseling, psychological evaluation, alternative placement (foster care, group homes, institutional), and outside agency referral. The principal focus of this department is delinquency prevention. An effort is made to prevent Court action by way of an elaborate diversion process which zeros in on various "symptoms" of delinquent behavior. Once these symptoms are identified, the wheels can be set in motion in terms of a plan for corrective action. In order for such a plan to produce beneficial results, parental participation and cooperation in the process is absolutely critical. Success in changing negative behavior patterns is often directly proportional to the extent in which parents are willing to actively participate in creating such change.

Raising children is a monumental task, and the decision to raise children carries with it an equally monumental responsibility. Every parent, regardless of educational or social-economic standing has problems from time to time in the trying business of producing mature, stable, responsible, productive adults from helpless, screaming infants. Some parents see it as a labor of love, some see it as just labor. However you see it, what is important for you to know, is that help is available. Don't wait until what may appear to be routine behavior problems become unmanageable. Early identification remains an indispensable tool in problem resolution.

For further information or consultation, contact the Court Services Officer, Brad Mulhearn at 893-6597.

POLICE DEPARTMENT 1984 ANNUAL REPORT

The past year was one of transition and innovation both in terms of attitude and operation.

The transition is perhaps most obvious in personnel changes. A number of personnel changes took place through both retirement and career advancement moves. While the agency still remains that good blend of mature veterans and new additions the changes we have experienced brought new ideas and attitudes. At the same time, we perceive differences in the way the public is reacting to law enforcement. There is more willingness on their part to demand accountability and much stronger attitudes toward treatment of those who violate the law. In testimony to that is the unwillingness of the public to tolerate those who drive while under the influence and the emergence of a national effort to take the drunk driver off the road. Long overdue, this participation by the citizens in attacking what has been a public disgrace is welcomed by the law enforcement community.

PERSONNEL

During 1984 several veteran officers retired. Lieutenant Robert Kohler after 22 years, Safety Officer James Holland after 24 years and Officer Richard McDonald after 20 years elected retirement. Officer Edward Dube, (17 years), Detective Mark Cavanaugh, (8 years) and Crime Prevention Officer Arthur Wyman, (7 years) went on to other pursuits. Dispatcher Janice Ingalls (5 years) and Prosecutor Scot Folsbee, (4 years) also resigned.

Each of them contributed to the growth and success of the Department and we wish them well. They will be missed.

New Officers, Fred Rheault, Michael Downing, Robert Tine, Douglas Mullin, Kevin Nolan, Michael Morse and Philip Smith, Jr., were appointed. Attorney Kathleen Dwyer was appointed Prosecutor and Andrea Samson as the legal clerk.

While no organization likes to lose the experience and competence of long time employees, in Salem, we are most fortunate in being able to continue to attract candidates of the highest quality. Our new personnel bring with them, attributes which project well for their future success. Highly motivated, well educated and now extensively trained, they are fine examples of today's professional law enforcement officers. We wish them well in their new careers.

TRAINING

With the establishment in 1983 of an additional supervisor's position, we were able to coordinate all training in a more efficient manner. This department has had a high level of personnel in-service training in the past.

In 1984, personnel of the agency attended too many schools and programs to list individually. We accumulated several thousand man hours covering a myriad of subjects ranging from basic arrest procedures to highly sophisticated courses on child abuse investigative skills. Seminars on terrorist operational tactics and ideologies, officer survival, national intelligence gathering, supervisory training, advanced accident investigation were provided to our officers.

This is a time of continued change and incredible technological and system advancement. If we don't stay abreast of the times, we fall behind. We will continue to bring to our people the opportunity to keep their skills current.

STATISTICS/ACTIVITIES

The 1984 report on crimes bears testimony to the fact that Salem remains a safe community in which to live and work. Certainly that is an accomplishment of which the citizens can be justly proud. We continue to believe that much of this success is traceable to our ability to put police officers where they are needed, when they are needed. Our superior response time situation is attributed to good communications, sound operation planning, and highly motivated and knowledgeable personnel.

Police Department Statistics 1984

STATISTICS/ACTIVITIES

Uniform Crime Report (Part I Offenses)

	1984	1983
Murder	0	0
Manslaughter	1	0
Rape	2	0
Robbery	14	7
Aggravated Assault	35	30
Burglary	179	218
Theft	657	578
Motor Vehicle Theft	158	127
Arson	6	12
Total	1,052	972

Department Activities

Patrol Mileage	439,333
Calls for Service	29,694
Accidents Reported	1,564
Fatalities	3
Adult Arrests	1,247
Juvenile/Arrests	159
Summonses Issued	2,384
Warnings Issued	4,007
Telephone Message Units	94,119
Radio Message Units	250,261

COMMENTARY

During the late nineteen sixties and early nineteen seventies, Salem experienced a growth that was matched by few other communities. With the population expanding came the growth of services required to meet people's needs.

It appears that today, Salem stands again on the edge of future growth that may well parallel that of the sixties and seventies. With the return of Rockingham Park, the on-going development of the Pelham Road Office Park and Industrial Park properties and the proposed improvement of our sewer and water capabilities, it is inevitable that expansion will come about. The entire west side and north end of the Town has large tracts of land that will be utilized in a manner different from today. Perhaps one of the most important priorities for us is in the area of planning. Planning for traffic movement and control and the effective, efficient delivery of emergency services, police, fire and similar resources in a coordinated, timely manner is of the utmost concern.

We must make a commitment to Salem's future.

John P. Ganley
Chief of Police

SALEM FIRE DEPARTMENT

During 1984, the members of the Salem Fire Department worked diligently to improve the level and quality of fire protection services and emergency medical care in the community. Although the number of emergency incidents increased significantly, no fire deaths were recorded.

The major activity of the year was the implementation of the first phase of a three-year departmental reorganization. The purpose of the reorganization is to improve the operational effectiveness of the department, upgrade the chain of command and internal lines of communication, and to develop a leadership team whose major responsibility will be to ensure that the Fire Department will be able to meet the demands of a growing community.

The personnel changes brought about by the initial reorganization are numerous:

Promotions:

To Captain (a new position, Captains are in charge of an on-duty platoon—they are responsible for all fire and emergency medical operations during their tour of duty. Each Captain will also have specific project responsibilities in such areas as pre-fire planning, emergency medical services, mechanical, hazardous materials, computerization, etc.):

Lieutenant Daniel Breton
Lieutenant Kevin Kimball
Lieutenant Walter Putnam
Lieutenant David Shanteler

To Lieutenant (to fill vacancies created by the Captains' promotions; Lieutenants supervise individual engine company activities):

Firefighter/Inspector Arthur Barnes
Firefighter Robert Currie
Firefighter George Ouellette
Firefighter Alcide Tisbert

To Communications Supervisor: (new position)

Dispatcher Alice E. Campbell

To Inspector (position vacated by promotion of Arthur Barnes to Lieutenant):

Firefighter James E. Holland, Jr.

New Firefighters:

Lindsey Rice
Denis Boisvert
Russell Boland
Kevin Campbell
Lon Swatek

1984 also marked the retirement of Firefighter Harold Stackpole after 25 years of dedicated service to the Town. Harold was a member of the call firefighting force for six years, followed by nineteen years as a career firefighter. He will be missed by all, and we wish him the best of health during his retirement years.

Training activities continued to increase as many members of the department worked toward certification in intermediate and advanced firefighter and emergency medical technician skills. Deputy Chief A.J. Bodenrader, who serves as Training Officer, conducted many of the firefighter certification courses, and supervised the probationary training of the five new firefighters.

Numerous “training burns” were conducted using houses in town that were scheduled for demolition. During these sessions, firefighters were given the opportunity to practice and review their skills under realistic, but controlled conditions.

At the end of 1984, certification levels for firefighters and officers total as follows:

Firefighter I	30
Firefighter II	9
Firefighter III	12
State Fire Inspectors	3
Emergency Medical Technician	55
Medical Anti-Shock Trousers	20
Esophageal Obturator Airway	21
State EMT Instructors	1
MAST/EOA Instructors	1
CPR Instructors	2

Chief Donald P. Bliss attended a two-week course at the National Fire Academy in Emmitsburg, MD., on “Hazardous Materials Tactical Considerations.”

Deputy Chief A.J. Bodenrader attended the following programs at the National Fire Academy: “Train the Trainer—Hazardous Materials and Pesticide Incident Control” and “Educational Methodology: Course Development.”

In addition to in-house training programs, Salem Fire Department personnel conducted fire extinguisher and fire safety classes for various corporations and community groups. Those trained included representatives from Digital, Northeast Rehabilitation Hospital, Salem High School, Timberlane Transportation, TELOCA, Petrolane, and Hadco.

This year was also a busy one for the department’s Health and Safety Committee. Committee members Len Eden, Eric Korb, and Steve Sharpe met regularly with the Fire Chief to discuss safety concerns, recommend policy changes, and to research innovative procedures and equipment that will improve firefighter safety. Among the group’s accomplishments are the development of a protective clothing and breathing apparatus replacement program, and a protective clothing replacement program.

Another in-house committee researched and formalized the purchase specifications for a new fire pumper and a new ambulance. Designed to meet the specific needs of Salem, both units will be delivered in 1985.

Although the individual efforts of each and every member of the Fire Department are far too numerous to mention, I am extremely proud of the dedication and professionalism that is exhibited by them on a daily basis. The citizens of the community can rest assured that they are well served and well protected.

Donald P. Bliss
Fire Chief

Fire Department Statistics 1984

FIRE CALLS: 1,427 (1983 total: 1,041)

Hazardous Materials, LP Gas	20
Mutual Aid	29
Brush/Grass	121
Motor Vehicle	98
Accidental/Malfunction False	237
Malicious False	39
Rescue/Assist Ambulance	465
Miscellaneous Service	139
Illegal Burning	16
Bomb Threat	0
Dumpster	5
Gasoline Spill	28
Rubbish	8
Water Problems	45

Structure Fire Residential

Working	18
Chimney/Wood Stove	51
Kitchen Cooking	28
Electrical	20
Oil Burner	21

Structure Fire Commercial

Working	10
Heating System	14
Electrical	14

AMBULANCE CALLS: 2,212 (1983 total: 1,868)

Ambulance 1 (Central)	1,496
Ambulance 2 (North)	312
Ambulance 3 (Lawrence Rd.)	404



ANNUAL REPORT

DEVELOPMENT DEPARTMENT

1984 was an active year for the Development Department. Three new employees (Ross Moldoff, Ralph Holt and Butch Kealey) joined the Department in December, 1983, and were integrated into their positions during the year. Building permits were up substantially from previous years, and this translated into a higher workload of inspections for all staff. Code enforcement continued to be a major responsibility of the Department. Each building official spent significant amounts of time on code-related investigations.

Another major function of the Department was to provide staff support to the Planning Board and Board of Adjustment. This included reviewing plans with applicants, preparing agendas and background information, notifying abutters, and various follow-up activities. The Planning Board acted on 246 subdivisions and site plans during 1984, while the Board of Adjustment heard 204 petitions during the year.

The Department looks forward to another productive year in 1985. We hope to achieve the following objectives:

1. Continue professional education and training
2. Review and update the Town's codes
3. Develop a public education program
4. Update the 1972 Master Plan
5. Develop computer capabilities for the office
6. Continue to improve code enforcement efforts.

Ross Moldoff, Administrator of Development
Ralph Holt, Building Official
Samuel Zannini, Building Official
Butch Kealey, Building Official
Rosemarie Hartnett, Administrative Secretary
Jean Knight, Administrative Aide



REPORT OF THE ANIMAL CONTROL OFFICER

The Salem Animal Control Office received 2,348 calls to date with the majority of complaints of dogs running at large, excessive barking, and tearing garbage. The Kennel Fee has increased from \$3.00 per day to \$5.00, and the owners must show proof of a Dog License before the animal will be released.

The Kennel, with facilities for 20 dogs is located at the Salem Treatment Plant off Route 28. All dogs over 3 months of age must be licensed by May 1 at the Town Clerk's Office, Municipal Office Bldg. The License Fees are \$3.50 for altered males and females, \$6.50 for unsprayed females, and \$6.00 for unneutered males. Owners over the age of 65 will be charged \$2.00 for animal licenses. Proof of age is required.

This year's Kennel Fees amounted to \$1,499.00, and the Animal Control Officer traveled 15,080 miles, picked up 250 stray animals, and responded to 14 Dog Bites.

The Animal Control Office is located at the Public Works Dept. 21 Cross Street, and is open Monday through Friday from 7 A.M. to 3:30 P.M. The telephone number is 893-2335. A Telephone Answering Device is used for messages when the Office is closed. Emergency calls are directed to the Salem Police Department on week-ends and evenings.

Paul W. Weed
Animal Control Officer

1984 Animal Control

\$ 233.75	Licenses Jan/Apr. 1983
\$5,596.35	Licenses 1984
\$1,499.00	Kennel Fees
\$ 210.00	Civil Forfeitures
 \$7,539.10	 Total

CIVIL DEFENSE REPORT

The Salem Civil Defense Communications Team had a busy year with preparing the newly acquired headquarters building on Cross Street. The communications tower had to be moved from our old site at the North Salem Fire Department and be erected at the Cross Street site, as well as preparing the inside of the building.

Among other activities during the year were: assisting the service team with communications during the flood alert, supplying communications for the Five Mile Salem Road Race, Christmas Tree lighting audio, Police Halloween patrol, and other Town related activities.

Anthony Coco
Civil Defense Director

Setting up and checking communications equipment at the new site, are standing l. to r. Anthony Coco, CD Director; Fred Waters, President of our Local Amateur Radio Club, seated; Warren Martel, CD Communications. The radio setup here will not only give us excellent town coverage, but direct contact with state CD headquarters in Concord, as well as state wide coverage when needed.

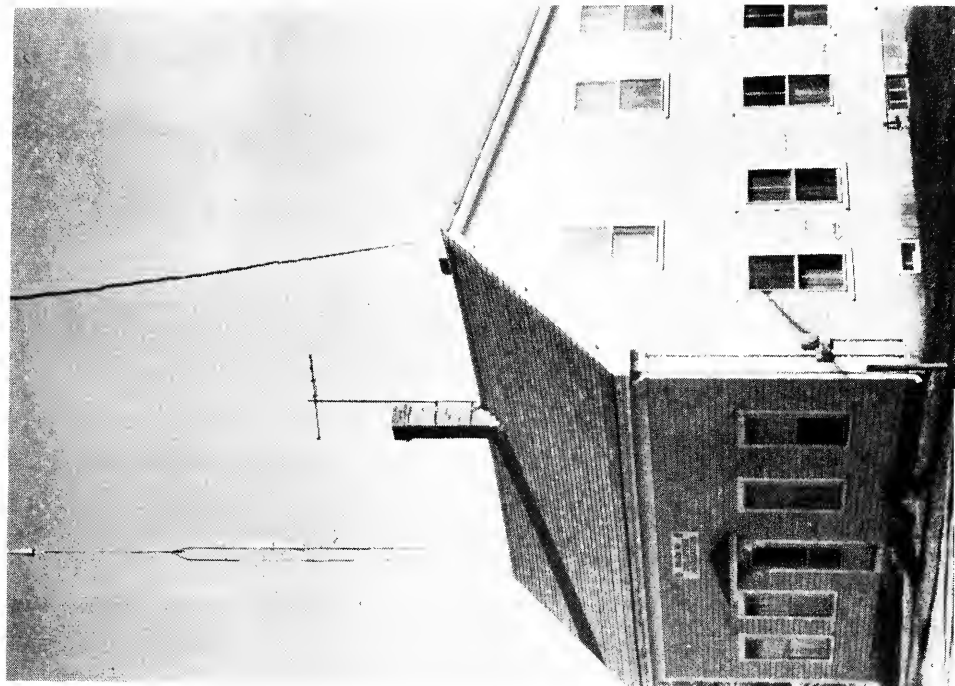
New location of Civil Defense Headquarters on Cross Street.

LIFE SAFETY SERVICES DIVISION SALEM CIVIL DEFENSE AGENCY

The Life Safety Services Division of the Salem Civil Defense, established some fourteen years ago to serve as liaison between the various Public Safety Agencies and to provide any municipal services not covered by existing departments, has grown from the original half dozen Town employees and officials to nearly seventy members from a dozen communities. The staff currently includes volunteers from Salem, Derry, Fremont, Dracut, Lawrence, Methuen, Chelmsford, Tyngsboro, Nashua, and several other Merrimack Valley areas, all united in the common cause of serving the needs of the Town of Salem and expanding their own horizons. Membership ranges from junior high school students to "elder statesmen", the only requirement being the willingness to provide whatever expertise an individual may offer at his or her convenience. The Agency recognizes the fact that most people today face severe demands upon their time, talents, and responsibilities from school, job, family, and civic organizations, and, as a matter of practicality, has chosen to accept any potential members who are willing to dedicate at least an hour a year. In return, the Agency will provide a wide range of training and life experience to those who choose to join.

The 1984 awards for silent service to the Town of Salem go to Captain Deanna Davidson, Assistant Deputy Jack O'Dea, Captain Gary Keith, and the mechanical wizard who kept the equipment running during times of confusion, Engineering Lieutenant Tony Del Pozzo. Special recognition for a successful year must also go to several Municipal Office staffers who were able to expedite activities and unexpected needs, including Gloria, Beverly, and Marilyn.

The coming year presents the traditional problems as well as a whole new concept in public instruction and disaster planning. Welcome aboard.



NEW LOCATION OF CIVIL DEFENSE HEADQUARTERS ON CROSS STREET.



REPORT OF THE DEPARTMENT OF PUBLIC WORKS "MAINTAINING THE PRESENT . . . BUILDING FOR THE FUTURE"

TO: The Honorable Board of Selectmen and Citizens of the Town of Salem:

On March 30, 1984, David P. Hanlon resigned as Director to pursue a career in private industry. We wish him continued success as we reflect on his many accomplishments.

Robert E. Partridge, Operations Supervisor, once again assumed the position of Acting Director and provided leadership and direction to the department as budgeted program goals were met and surpassed.

On August 13, 1984 "Bob" turned over a department that continued to perform in a productive cost-efficient manner.

The past few months have been an exciting period of transition and setting of departmental goals as the "management team" learns to work together to further improve the delivery of our department services while striving to make Salem a stimulating and satisfying place to work.

These goals include, but are not limited to, the following:

- Establish and maintain effective working relationships with all Town Boards, Committees, and Departments.
- Develop in-service training programs for Departmental Personnel to further develop human resources.
- Improve public relations.
- Develop comprehensive short and long-range programs in all areas of Public Works i.e., administration, roads, buildings, water, sewer, solid waste and cemeteries.

My very special thanks to the Public Works "management team."

Operations Supervisor: Robert E. Partridge
Administrative Secretary: Donna Mae D'Agata
Utilities Supervisor: Eugene J. Ronikier
Senior Engineering Aide: Francis M. DeCesare
Supervisor of Properties and Cemeteries: Harold A. McLean

and to your selfless dedicated employees who "make it all work."

**Respectfully submitted,
Edward J. Blaine, Jr., P.E.
Director of Public Works**

HIGHWAY DIVISION

During the months of August and September the Highway Division assisted in the removal of the hazardous waste material on Duston Road.

Late summer and early fall this division assisted the Recreation Department with the creation of athletic fields located adjacent to the Mary Queen of Peace Church on Lawrence Road.

The early part of the summer the Highway Division constructed a new section at the Pine Grove Cemetery which allowed for further expansion of grave sites.

The clean-up of Taylor Reservoir was completed by Richard Wickson Trucking under the direction of this division. The dredging operation at Millville Lake is proceeding as scheduled by local contractors, and it is anticipated that the operation will be completed in the spring of 1985.

A total of 3.90 miles of roadway in the community was resurfaced and reconstructed at a cost of \$326,759.

January, February and March brought a snowfall totaling 51 inches. Acquired this year was one bulldozer, one half-ton pickup truck and one one-ton pickup truck.

**Respectfully submitted,
Robert E. Partridge
Operations Supervisor**

UTILITY DIVISION

WATER DIVISION:

During the 1984 Construction Season, a major extension of the Water Division System was contracted to J.T. & C. Construction Company for \$610,000. This contract provided Municipal Water service to the North Salem/Duston Road area, which had experienced a groundwater contamination in area wells. The 81 year old main on Central Street was replaced with an 8 inch Ductile Iron main also. Water Department personnel installed 260 ft. of new main on Earl Street and did extensive modifications at the Canobie Pumping Station, to handle the more economical ton cylinders of chlorine.

WASTEWATER DIVISION:

The Salem Center Inceptor, Phase I, was completed, providing 140 connections along its length. At the 1984 Town Meeting, 3.1 million dollars was appropriated to design and construct sewer laterals in the adjacent neighborhoods. In order to address a Treatment capacity problem, an interim forced main was constructed by Methuen Construction Co. which allowed the Town to pump sewerage into the Methuen Sewers, to be treated at the GLSD Facility.

**Eugene Ronikier
Supervisor of Utilities**

ENGINEERING DIVISION

1984 has been a very active year for this Division. We have been without the services of a resident Town Engineer. The Engineering Aid began the year as the sole member of the Division. His reclassification to Senior Engineering Aid paved the way for the addition of Joseph Chamberlain as Engineering Aid in June.

The 1983 Highway Improvement Program was completed and final payment made to Allard Paving Co. in January.

The Salem Center Interceptor Sewer, Phase I, was completed in the springtime, and most domestic connections were installed by the first of November.

As of this November, the cleaning of Taylor Reservoir is complete, and the water body has returned to its normal level. Work in Millville Lake is still in progress.

In addition to the above mentioned works, the Engineering Division has participated in expansion of recreation facilities at the Mary Queen of Peace site on Lawrence Road, and the installation of a new water main on Central Street.

This Division has continued to maintain and update the Assessors Maps and other Plan Records normally maintained here.

Other activities of this Division include Chairing the Dredge and Fill Advisory Committee, local review of all new sanitary disposal design plans before submittal to Concord, and construction inspection of new system installations in behalf of the Health Department, and in behalf of the N.H. Water Supply and Pollution Commission.

The Senior Engineering Aid also participates in the twice monthly Plan Review Session, prior to each Planning Board Meeting.

Respectfully Submitted,
Francis M. DeCesare
Senior Engineering Aide

LANDFILL DIVISION

Total tonnage for 1984 is as follows:

Month	Commercial Tonnage	Residential Tonnage
January	54.34	689.82
February	201.03	548.15
March	341.44	691.29
April	472.87	975.29
May	431.22	950.99
June	435.78	1,100.76
July	400.67	876.89
August	389.51	1,104.82
September	314.39	859.14
October	287.95	944.88
November	242.09	847.42
December	294.61	1,023.68

Approximately 5,000 permits were issued during the year.

Respectfully submitted,
Robert E. Partridge
Operations Supervisor

CEMETERY DIVISION



A new section of approximately 375 grave sites is now ready for use for burials and also, lots are for sale on a pre-needed basis. We will need grading and surfacing on the dirt roads in back of the new sections to complete this expansion of these two sections. Our expansion should be continued through 1985. We should look for another new section to be ready for use in 1986.

BUILDINGS AND PUBLIC PROPERTIES DIVISIONS

The Old Library on Main Street was painted in 1984. A new security fence was installed at the Dog Kennel this year. At the Senior Citizens' Center, a new 400 amp service was installed. New storm windows were installed at the Palmer School. Plans for 1985 include repairing the roof at the Senior Citizens' Center, and painting and new roofing on various buildings.

Harold A. McLean
Supervisor of Cemeteries and
Properties

RECREATION DEPARTMENT

The Salem Recreation Department offers services and programs to you, the citizens of Salem, for the attainment of positive benefits including individual growth, physical development, skill development, challenge, self-awareness, stress reduction and fun which contribute to the overall quality of life in Salem. Participation in a recreation program does have a direct effect on your health. We feel that recreation should, and is moving in the direction of being, a high priority in each of our lives.

The Salem Recreation Department is proud of the comprehensive services it offers to you, and we challenge you to become an active recreation participant in one of our programs or a self-directed activity. Remember, "Life Be In It!"

The Salem Recreation Department would like to thank the many businesses, civic organizations, service groups, and volunteers for their warm and generous support. Your contributions have enabled us to offer quality and quantity in programming and special events to area residents.

If you have suggestions, comments or program ideas, please contact our office.

Programs and services offered by the Recreation Department include, but are not limited to:

PRESCHOOL PROGRAMS

Parent and Tot
Tiny Tots
Preschool Play
Gymnastics

SPECIAL PROGRAMS

Family Bus Trips
Special Needs Program
Gardening Program
N.H. Special Olympics
Basketball Tournament

YOUTH PROGRAMS

Basic Drawing
Creative Crafts
Drawing For Young

Aerobics For Kids
Ballet-Acrobatics
Tap-Acrobatics
Dance Workshop
Karate
Youth Basketball
Youth Intramural Program
Sport Camps
Summer Playgrounds
Tennis Lessons
Cheerleading
Indoor Soccer
Ski Program
High School Ski Club
Swimming Lessons
Gymnastics
Cross Country Ski Lessons

SERVICES

Ski and Skate Sale
Scheduling Local Ballfields
Recreation Equipment Loan
Leisure Education Services
Referrals
Facility and Program Information

FACILITIES

Millville Town Beach
Brian Memorial Field
Bodwell Pond Skating Area
Hedgehog Community Park
Mary Queen of Peace Area
Linwood Playground
Shannon Softball Field
Lancaster Skating Area
Palmer School
Old Library

ADULT PROGRAMS

Dance Workshop
Christmas Workshop
Karate
Jazz/Aerobics
Square Dance Workshop
Ballroom Dancing
Men's Open Gym
Men's Indoor Soccer
Women's Open Gym
First Aid/CPR Courses
Indoor Tennis
Indoor Golf
Outdoor Tennis Lessons
Canoe Lessons
Aerobics

SPECIAL EVENTS

Road Runner Race
Town Halloween Party
Muscular Dystrophy Carnival
Band Concerts
Cross Country Ski Workshops
Hershey Track Meet
Fishing Derby
Children's Christmas Workshop
Fitness and Health Fair
Winter Field Activities

Brian Ross,
Director
Salem Recreation

Senior Citizens Report

Salem Senior Citizens are a mobile, conscientious, high energy, regenerating, community-oriented group of individualistic human beings. They derive gratification from programs that bring them pleasure, fulfillment and self-satisfaction. However, when the aforementioned is coupled with the happiness, joy and sheer delight their activities bring to the ill, infirmed, convalescent or the general public, they are in their glory. They have a need to be needed; they care for and are cared for; they give and are given to. Their societal attitudes are commendable! They render assistance when/wherever required; they are cooperative, effective, knowledgeable, supportive and constructively critical.

The Senior Center is merely a brick building that allows the juices to flow, a stabilizing, secure mass of mortar. The building itself accommodates several organizations other than the Senior Programs; examples are the following: **Golden Agers, Community Council for the Elderly, The Council on Aging, American Association of Retired People (AARP), The National Association of Retired Federal Employees (NARFE) and Annuitants, Retired Senior Volunteer Program (RSVP) Salem Grange, Salem Historical Society, The Rebecca's, Blood Pressure Clinic.** Business meetings, barbecues, clambakes, dinners, dances, penny socials, fairs, rummage and bake sales, and bingo are many of the programs other than planned events that utilize the facility and its grounds. The Center itself is a multi-faceted structure serving many avenues of Salem's society. The building is much like the primary occupants, bustling and serving. Members of the Senior population as well as the organizations mentioned collectively donate in turn to Salvation Army, Salemhaven, Christmas Fund, N.H. Association for the Blind, Garden Club, S.A.R.C., Brentwood Nursing Home, Channel 2 and 11 TV, High Hopes Foundation (which tries to fulfill the wish of the terminally ill child), Boys' Club, etc.

Many other organizations deem it a privilege to support the Seniors, for example: The American Legion, Derry-Salem Elks, Veterans of Foreign Wars, Knights of Columbus, Debbie Voter Center, Salem Police Department, Salem Recreation Department, Salem Boys' Club, St. Joseph's, Mary Queen of Peace, The Community Action Program, Lions Club, Salem Visiting Nurses Association.

Norman Marshall, driving force behind the vigorous, musically talented, and eager Choral Group has outdone himself again this year. An example of his extra curriculars: In May he marched in Burlington, MA, with the American Legion Band; in Watertown, MA, for Army Day; in Roslindale, MA, to honor rowing champs; Charlestown, MA; in Natick, MA. In June and July he slowed down a bit marching on Flag Day in N.H., Bunker Hill Day in MA, and on the 4th of July. Annamarie Nicosia accompanies on the piano the Choral Group which keeps getting stronger, busier and more in demand. In June they sang in Concord, N.H. for the annual state meeting of the American Association of Retired Persons. They were so well received that following a standing ovation, Mr. Marshall was inundated with requests from people who wanted his group to perform in Dover, North Conway and other northern New Hampshire locations. SARC presented the Choral Group with a plaque in Appreciation for the Musical Extravaganza staged to help defray expenses for their (SARC) Special Olympics. A new Variety Show, similar to last year's SARC Benefit, was held in November. The entire proceeds went to the High Hopes Foundation. In addition to practicing and traveling, the following was their scheduled commitment for 1984: January 5 - Hoodcroft Nursing Home, Derry; February 12 - Senior Sunday Lutheran Church Salem; March 26 - Winfield House Nursing Home, Lawrence, MA; April 11 - Housing for the Elderly (Protectory), Lawrence, MA; April 24 - Senior Center, Nashua; May 2 - St. Joseph's Sodality, Salem; May 15 - Birchwood Nursing Home, Derry; May 23 - German Old Folks' Home, Lawrence, MA; May 29 - Reservoir Nursing Home, Waltham, MA; June 5 - Guild for the Blind, Amesbury, MA; June 7 - A.A.R.P. Annual State Convention, Concord; June 18 - A.A.R.P., Lowell, MA; September 11 - Mary Immaculate Nursing Home, Lawrence, MA; October 11 - Nevins Nursing Home, Methuen, MA; October 18 - Prescott House Nursing Home, North Andover, MA; October 18 - Salemhaven Nursing Home, Salem; November 3 - Variety Show, High School Auditorium, Salem; December 13 - St. Clare League of Catholic Women, Lawrence, MA; December 14 - Mary Immaculate Nursing Home, Lawrence, MA.

Dancing is a popular pursuit at the Center. Each participant has his/her own specialty; and, because of that fact, there is something for everyone. For many years Pauline Noviello has instructed the **Line Dancers**. Thirty-five pupils line-up every Wednesday and Friday morning to learn new steps to waltzes, the **Line Dancers** hold dances once a month at the Center for all Seniors; Pauline sets up the hall, cooks many of the suppers and leads the "high steppers". During this past year, her daughter, Marion Dowie, Pauline's clone, has greatly assisted her by providing the music and acting as D.J. Her infectious laugh and familiar personage are present at the Veterans of Foreign Wars', once a month, from September through April, to provide records for the Senior dances held there. "Hat's Off" and a "Drum Roll" for the tireless, patient efforts of Pauline and the repertoire of "Music By Marion". Fanfare must be given to Kay Marsen who continuously and faithfully teaches those wishing to share in **Tap Dancing**. It's a toss-up who gets the most pleasure out

of these instructions held at the Center every Thursday afternoon. The smiles on teacher and students alike are evidence enough that this is a **MUST** project. The 8-10 followers take pride in providing and caring for their own tap shoes. A pool party for this group was hosted by Mrs. Harriet McCarthy at her home on August 23, 1984. The **Golden Swingers** had a successful season with the induction of seven new members. Seniors intrigued with **Square Dancing** find the methods used by Alan Waters, into his ninth year, simplified and easy to follow. The more experienced members aid in the indoctrination of the novices. Full, colorful skirts and white petticoats, twist and twirl, to the Country Music and callings of that familiar voice of so many seasons. String-tied, white haired gentlemen do-si-do and promenade their ladies home. Great fun and enjoyment! The First Congregational Church in Methuen delighted in the intricate patterns woven by the seasoned veterans. The **Square Dancers** held a surprise 54th Wedding Anniversary party for Jessie and Ed Bernier on Tuesday, October 9, 1984 at the Senior Center.

Physiological and psychological fitness are further augmented by the next three programs: **Aerobics** initiated this year included Senior Citizen modified cardiovascular exercises set to music and was instructed by Pauline Noviello. **Bowling** enthusiasts congregated at Sandy's Bowling Lanes on Friday mornings at 9:30 a.m. An excursion to Kingston State Park took place this past summer in which swimming, picnicking and a day of socializing was held. Mr. George Wells was honored by receiving an award from the Olympic Planning Committee of Nashua. As a result of his participating in the Golden Age Olympics in May, he received a silver medal in the Bowling Tournament. The Boys' Club offered the use of their pool facilities on Thursday at 1:00 p.m. to go **swimming**. Several took advantage of the opportunity.

Members of the Salem Boys' Club were available to rake leaves, mow lawns, shovel snow and do odd jobs at the request of the Seniors. The Seniors in turn helped out at Bingo every Sunday night and assisted at the Monte Carlo night held at the Club in January.

The collaborative efforts of the next pastimes provide the manual adroitness that typifies the countless Senior activities. Angie Sparta urges members of the **Painting Class** to express their feelings, experiences, and imaginative ideas in "oils". Instructions are held on Thursday mornings. Several area artists displayed their finished products at the Center on June 16. **Arts and Crafts** provide an outlet for deft individuals who like to knit, crochet, embroider and sew. A sampling of articles comprise spoon holders, Irish elf, Easter Bunnies, foam ghosts, aprons, clutch pocketbooks, pom-pom pencils, animal book markers, hot dog and hamburger magnets, turtle pin cushions, bead work, string art, nylon sculptured drum boy and nativity characters, etc. Ethel Melvin lends her expertise to whomever is interested in being a part of this popular program. Their items were exhibited in the Arts and Crafts Show and some can be seen at the Center at any time. **Ceramics** round out the last of the hand-skilled activities. Under the skillful supervision of Adeline Ippolito, Seniors are taught to reconstruct a mass of clay into delicate, beautiful, intricately woven earthenware shapes which are cleaned, then placed in a kiln for baking for the prescribed length of time, cooled, then hand painted to the ceramists concept.

The 1985 Ford Van arrived in the Fall replacing the old "77" Dodge. A Salem dealership provided the 15 seater.

This year the Seniors **Home Safety Program** was well incorporated into daily living. Under the direction of the Salem Police Department, Seniors were tutored in the various aspects of safety proofing their home and personal belongings. Richard Seyfried, Salem Locksmith, was/is available to secure windows and doors with dead-bolt locks at the requests of the homeowners. One of the local department stores offered the Seniors a sizeable discount on the locks in conjunction with this program. **Operation Identification**, the marking of personal property with a registered number, was/is offered by the Police Department. It is a world-wide program affiliated with the International Association of Chiefs of Police. The liaison between the Community and the Department was Arthur Wyman, Public Relations and Crime Prevention Officer. All Seniors are urged to avail themselves of these safety programs!

VITAL "EMERGENCY" NEWS: *Lifeline*, a personal emergency response telecommunication system whose primary beneficiaries are frail, elderly and handicapped people who live alone, was established in New Hampshire on a statewide basis. The purpose: To maintain and preserve independence for elderly, disabled and medically-at-risk individuals. This is how **Lifeline** works: Each subscriber has a **Lifeline Communicator** at the person's home; 1) A small, wireless, help button is either worn on clothing or carried in a pocket, whenever help is needed, the person pushes the button to contact the hospital's emergency response center; 2) By pushing the button, the call activates the home unit attached to your telephone which automatically dials the hospital (even if your phone is off-the-hook and during a power failure); 3) At the hospital emergency response center, coordinators, (who are on duty around the clock) upon receiving the signal for help will, a) try to reach the person by telephone, b) if unable to contact, send a "responder" (friend, neighbor, relative) to the home; 4) Once at the home, the responder then signals the hospital who in turn questions him/her to see what kind of aid the person needs. If medical help is necessary, the responder can either take the person to the hospital

or call an ambulance. The Lifeline Communicator includes a timer. Each time the telephone is used, the timer is automatically reset. If the person becomes unconscious, or is unable to reset the time, Lifeline automatically calls the hospital and starts the emergency response procedure.

Rockingham Friendly Callers Program (R.F.C.P.) is a new free service made up of volunteers to be a safety check for the frail, elderly and disabled. It is affiliated with the United States Postal Service Carrier Alert Program, sponsored by the National Association of Letter Carriers and U.S.P.S. and Social Service Agencies. The goal of R.F.C.P. is to help the elderly and disabled remain in their homes as long as possible. If the individual's mail accumulates for more than a day or two, the Letter Carrier will report to the Senior Center which will have information on whom to contact in case of suspected emergency.

The elderly who are home-bound because of illness, either chronic or acute, handicapped or otherwise incarcerated, can rely on multi-human services provided by private citizens, town, county, state or federal agencies. The services are Identification Cards, Taxi Voucher System, Rockingham County Community Action Program (RCAP), Homemakers Care Service, Visiting Nurses Association, Rockingham County Nutrition Program and Meals on Wheels.

SPECIAL THANKS SECTION: Ron and Doreen Belanger for hosting a cookout at their home on Arlington Pond for the Seniors; Howie Glynn who provided Ice Cream Cakes for the seniors at the Center; Ann and Fred Bramante who hosted a cookout at the Center for the Seniors; Mary Queen of Peace parishioners for donating Easter plants and Christmas gifts to Senior shut-ins; The Lions Club for their continued assistance with the Glaucoma Screening; Donna Raciti, employee of Salem Pharmacy, for her help in administering the Diabetes tests; Dot Halligan and Ollie Brobst for taking blood pressure each month; The Town of Salem for their diligent efforts in plowing and sanding during the winter months; Seniors who volunteer their energy and time in the private sector; businesses and individuals who give so generously to the Seniors who volunteer their energy and time in the private sector; businesses and individuals who give so generously to the Seniors but wish to remain anonymous; Town and Country Playhouse which invited the Seniors to an afternoon performance; the Fraternal organizations for their infinite support; to Marion Robinson for her tenacious reporting to the **Salem Observer** and the Town Crier; and to John Beattie for his persevering typing efforts.

Being a part of the Senior Center and its program can be an enriching, productive experience. The coordinator is always accessible to constructive criticism that will effectively upgrade the Center's activities. It is difficult to ascertain the wants/needs of the many; therefore, innovative ideas are most welcome! Although the membership increased in 1984, we sincerely invite all of Salem's Seniors to "look us over". Subtle integration is our goal. If you have questions on any subject pertaining to being a Senior Citizen, call the Center at 893-8607.

**Sally Sweet
Coordinator**

GERIATRIC — GOINGS ON

JANUARY, 1984

Line Dancers Dinner Dance, Senior Center

FEBRUARY,

Line Dancers Dinner Dance, Senior Center

9

Valentine Dance, sponsored by the Veterans of Foreign Wars and Auxiliary.

14,15,16

Trip to Dunphey's, Hyannis, MA

27

Distribution of Gratis Cheese and Butter to Senior Citizens, Senior Center,

MARCH

Line Dancers Dinner Dance, Senior Center

2,3

Community Council for the Elderly Rummage Salem, Senior Center.

22-26

Trip to Bermuda

APRIL

Line Dancers Dinner Dance, Senior Center

9

Distribution of Gratis Cheese and Butter to Senior Citizens, Senior Center.

21

Easter Dinner, sponsored by the Knights of Columbus

MAY

Line Dancers Dinner Dance, Senior Center

17

Trip to Lantana's for Dinner Show, 4 Aces, Randolph, MA

22

Distribution of Gratis Cheese and Butter to Senior Citizens, Senior Center.

25

Retired Senior Volunteer Program (RSVP) of Portsmouth appreciation luncheon, Salem Inn.

JUNE

Line Dancers Clambake Dance, Senior Center

6

Trip to see Tall Ships in Boston Harbor, MA.

10

Picnic sponsored by the Rockingham Nutrition Program, Kingston State Park.

16

Senior Art Show, Senior Center

27

Distribution of Gratis Cheese and Butter to Senior Citizens, Senior Center.

30

Senior Cookout at the Home of Selectman and Mrs. Ronald Belanger, Arlington Pond.

JULY

Line Dancers Dinner/Dance, Senior Center.

1,2,3,4

Trip to Canadian Laurentians, Mont Tremblant.

7,8,9

Cruise to nowhere, S.S. Galileo, Boston Harbor, MA

14

Cookout, Senior Center

18

Trip to see Jim Nabors in Concert, North Shore Music Theatre and Dinner at King's Grant Inn, Danvers, MA.

AUGUST	Line Dancers Barbecue/Dance, Senior Center
16	Clam Bake at Bill Foster's Restaurant, York Harbor, ME.
SEPTEMBER	Line Dancers Clambake/Dance, Senior Center
5	Trip to see American Dance Machine, North Shore Music Theatre and Dinner at King's Grant Inn, Danvers, MA.
12,13,14	Trip to Mountain View, Whitefield, N.H.
25	Trip to Historical District and lunch at Oliver's Restaurant, Lowell, MA.
OCTOBER	Line Dancers Dinner/Dance, Senior Center
11	Foliage Trip, North Conway, N.H.
17	Screening for Glaucoma, Diabetes and Administering Flu Shots, Senior Center.
26	Halloween Dance, sponsored by the Veterans of Foreign Wars and Auxiliary.
27	Senior Citizens Fair, Senior Center
NOVEMBER	Line Dancers Dinner/Dance, Senior Center
3	Variety Show by Choral Group, High School Auditorium, Salem.
22	Thanksgiving Day Dinner, sponsored by the Derry-Salem Elks Acquisition of 15 passenger, 1985 Ford Van
DECEMBER	Line Dancers Dinner/Dance, Senior Center
4,5,6,7	Christmas Pageant, Bethlehem, Pa.
11	Senior Christmas Party, Harris' Pelham Inn, Pelham, N.H.
15	Trip to see the Nutcracker Suite, Wang Center for the Performing Arts, Boston, MA.
31	New Year's Eve Party, Worcester, MA.
JANUARY, 1985	New Year's Eve Party, Worcester, MA.
1,2	

BE A
WINNER

COMMUNITY

SENIOR CENTER

DAYS OF MEET

TIME OF MEET

Monday - Tuesday - Wednesday
Thursday - Friday

9:00 - 5:00



TOWN WELFARE DEPARTMENT

The State mandated purpose of the Town of Salem Welfare Department is to provide temporary assistance in the form of vouchers for food, shelter, and heat and utilities to Town residents who have no other resources to get through difficult times or crisis. The Town assisted households in need of general assistance; it financed court ordered expenses for youths in need of alternative placements and services; and the Town paid a share of State expenses for elderly, for totally and permanently disabled individuals, and for those who were eligible for State nursing home care.

The Town of Salem embarked on Goal Setting Session in 1984. The human service goal that was prioritized was the development of affordable housing. Housing is particularly a problem for those in Salem with a fixed or low income. Also recognized was the need for children's day care and senior day care. The Town Welfare Department, along with other Town departments, implemented a new merit and management-by-objectives system.

The Greater Salem Human Service Council successfully continued its efforts to coordinate services, and to update and share information on community program. Welfare reforms were discussed and proposed for the ensuing legislative session. The Town Welfare Department worked closely with other agencies, and with the assistance of the Salem Community Action Outreach Office was eligible for federal emergency housing funds. The Town also helped the Community Action Agency develop an innovative senior peer counseling program.

A special thanks to some community spirited groups: The Salem Jaycee Women, the United Methodist Church, The Salem High Key Club, the Salem Kiwanis, and Digital Corporation, for providing Thanksgiving and Christmas baskets, turkeys, and Christmas presents for children of needy families.

The following list is the 1984 year-end breakdown of the Town Welfare Program as mandated by the Town's Welfare Guidelines and State Law:

Medical/Court Cost	\$77.50
Foster Care	6,985.00
Food	5,212.69
Rent	16,469.42
Utilities & Fuel	6,171.60
Medical	1,097.69
Other Assistance	3,795.91
Youth Placement	\$24,847.70
Nursing Home Care	5,451.90
Property Liens	12,667.60
Town Share OAA/APTD	29,071.74
Total Expenses	111,848.75
Minus Reimbursements	19,039.76
NET COST	92,808.99

DIRECT ASSISTANCE - Expended year to Date \$111,848.75

Recoveries were made from households previously assisted and from legally liable government units.

SALEM DISTRICT NURSING ASSOCIATION

The Salem District Nursing Association continues to serve the residents of Salem with two full-time R.N.'s, two part-time Registered Physical Therapists, two part-time Certified Home Health Aides and a part-time Secretary/Bookkeeper.

The Agency provides services in the patient's home on an intermittent basis to provide continuity of care whenever needed.

The Visiting Nurse serves as a liaison between the patient and the physician, supplies skilled nursing services with the physician's written approval, and coordinates care given by ancillary and para-professional services.

Nurses will:

1. Give medication, injections, irrigations, do surgical dressings and other treatments, check vital signs and monitor progress of patients;
2. Teach and assist in planning of special diets;
3. Coordinate with other services such as Physical Therapy, and/or Home Health Aide;
4. Teach the family in the care and management of the ill patient in the home;
5. Visit mothers and newborn infants and give instructions in care and feeding.

Physical Therapists are provided on a part-time basis, when ordered by a physician.

Home Health Aides are also provided on a part-time basis to assist in personal care and activities of daily living, and to provide assistance with an exercise program set up by the Physical Therapist. Home Health Aide supervision is provided by the visiting nurse.

Referrals of patients needing skilled nursing care must be signed by a physician; however, many people are visited and evaluated for services by the nurses on a health promotion basis and referrals made to other agencies or services if they are needed. Most referrals are made to the agency directly from area hospitals' Social Service Departments, but many also come from Boston hospitals.

Most mothers with newborn infants can expect at least one visit to ascertain that both mother and child are doing well after being discharged from the hospital. Referrals are made to the WIC Program, which is a supplemental food program for women, infants and children under 5 years of age.

Influenza immunization shots were again administered by the nurses at clinics held in October. Senior Citizens are urged to attend these clinics when they are held as the availability of the flu vaccine after the clinics is not always guaranteed.

A blood pressure clinic is held the last Monday of the month at the Senior Citizens Center from 2 to 3 p.m. Anyone is welcome, regardless of age.

Free Mantoux T.B. tests are given to any Salem resident upon request.

An agency brochure is available to the public. It contains information about the services offered by the Salem District Nursing Association and may be picked up in the Municipal Building, Library and other public places. The Agency will mail a brochure to anyone upon request, via telephone or mail.

The Agency is a member of the Greater Salem Human Services Council, which meets monthly, and the C.H.C.A., an association of healthcare agencies serving New Hampshire.

The agency offers the townspeople skilled nursing care and physical therapy with the permission of a physician. The duty hours are 8:00 a.m. to 4:30 p.m., Monday through Friday. The officials located in the upper level of the Municipal Building where the nurses can be reached at 898-4737 between 8:00-9:00 a.m. and 1:00-2:00 p.m.

The Visiting Nurse Association offers the townspeople skilled nursing care, physical therapy and home health aide services with the written permission of a physician. This agency also makes appropriate referrals for persons requiring occupations therapy, speech therapy, in-home day-care, homemaker and other specialized services. The duty hours are 8:00 a.m. to 4:30 p.m., Monday through Friday. The office is located in the upper level of the Municipal Building, where the nurses can be reached at 898-4737 between the hours of 8:00-9:00 a.m. and 1:00-2:00 p.m.

Board Members:

President: Richard O'Shaughnessy
Vice President: Walter Stickney
Secretary: Florence Pate
Treasurer: Peter Wieczorek

Directors:

Virginia Soule
Robert True
James Brown, D.M.D.
Robert Hannon, M.D.
Ellen Greer, R.N.
Wilbur Blackey, D.M.D.
Victor Mailloux, R.P.T.
Robert Goundrey
Doris Lyon
Mary Kershaw
Peter Wieczorek
Nadine Morrison
Harold McLean
Louise Hagen, R.N.
Grace Hedstrom, R.N.
Emery Johnson

Staff:

Dorothy Halligan, R.N., Nurse/Director
Mary O. Brobst, R.N.
Victor Mailloux, R.P.T.
Kathy Farrell, R.P.T.
Nancy Pierce, Bookkeeper/Aide

THE CENTER FOR LIFE MANAGEMENT

The Center for Life Management exists to help individuals, families and organizations solve problems and fulfill their human potential through the use of innovative problem solving techniques. The service is available to all individuals regardless of income. In a professional and confidential atmosphere, the Center offers assistance in the form of counseling, education, medical services, program development and referrals. The professional staff tailors their approach to meet each individual client's needs.

The Center's services and programs are offered in a variety of settings: our own offices in Derry, Salem and Windham, business and industry, hospitals, schools, other organizations and agencies, and homes throughout Southern New Hampshire. We have grown in sensitivity and sophistication. Our new office and headquarters in the Salem Professional Park, and our new office at the Central Commons Building, Derry, were designed to protect each client's privacy and provide comfort.

Professionals at the Center share a common philosophy and complement each other's areas of expertise. The diversity of highly credentialed professionals and services is a response to the widely varied needs of the clients served. Depending upon the nature and severity of the client's concerns, one or a team of professionals provide immediate, goal-oriented problem-solving assistance.

ASSESSMENT AND STABILIZATION SERVICES

The first contact with the Center is a meeting with a highly trained assessment counselor. By phone or in person, the conversation with the counselor is private and confidential. Individuals may be referred to the Center or call the Center's 24-hour Emergency Service. In either case, clients will reach a professional trained in helping people identify their problems.

The Assessment staff first determines if the Center is the best source of help for the individual. The counselor then recommends the program or service which will be most beneficial. The Emergency Service is staffed 24 hours a day by a clinically trained specialist. Each year the Center refers hundreds of callers to the appropriate assistance. The clinicians respond to serious crises with immediate, personal attention, and the professional staff conducts crisis intervention training programs for police, medical personnel and community groups.

Those who require hospitalization receive attention and treatment at a number of local hospitals. Hospitalization is a last resort and every effort is made to minimize the length of stay.

The Assessment and Stabilization Services staff works closely with area police departments, probation officers, Welfare Departments and the medical community. The program, which is certified by the American Association of Suicidology as a suicide prevention and crisis intervention program, is one of 26 in the United States and one of four in New England.

INDIVIDUAL AND FAMILY SERVICES

Every year more than 1200 individuals benefit from Individual and Family Services. The program provides individual, family and marital treatment including counseling and therapy, group treatment, a medication clinic, psychological testing services, consultation with community groups and 24 hour, seven day a week emergency help.

Individuals who experience problems with alcohol or drugs receive assistance from program specialists who provide education, detoxification, treatment, family support and/or referral to area hospitals. The staff consults regularly with police, schools, courts and community agencies.

Help with personal problems related to aging, support to family members of aging persons and consultation with nursing homes, senior citizen groups, hospitals and other human service agencies are provided by trained clinicians. Homebound individuals receive professional assistance in their homes.

EDUCATION AND TRAINING

The professionals at the Center realize that increased knowledge and understanding of life-coping skills help promote wellness. Last year the Center expanded its Education and Training Services and provided workshops, seminars and lectures to schools, business and industry, community organizations and other human service agencies. The programs are designed to help individuals, families and organizations cope with concerns before they require professional assistance.

Topics discussed are tailored to meet the needs of each specific group and may include parenting, substance abuse, time management, weight management and stress management.

WINDHAM INN

Developing self-confidence, restoring an independent life style and helping individuals relearn the skills needed for daily living are the goals at the Windham Inn. The program offers a positive alternative to hospitalization for some individuals. For others it provides a transition to the community after a period of hospitalization.

Clients with longstanding emotional disability who need ongoing and consistent involvement in a treatment program use the services at the Windham Inn to maintain and improve their life coping skills. These individuals often need to learn or relearn skills which expand their ability to cope and grow.

For all program participants, Windham Inn becomes a community of people who care and grow through their involvement with others. The Windham Inn provides a supportive, family atmosphere in which social, self-care, communication and work skills can be learned and practiced. In this environment clients can regain their self-confidence.

The services of the Windham Inn include comprehensive assessment by a team of professionals; individual, group and family treatment (counseling and therapy); medication evaluation and supervision and instruction as to its effect; socialization and work readiness programs; life skills training; transitional employment in part-time and partially supervised settings in private business and industry; therapeutic camping program; placement and supervision in community housing facilities; and ongoing supportive counseling and job placement assistance.

Visting Nurse Association

Since 1979, the Derry Visiting Nurse Association has provided Homemaker Service to the Town of Salem. The Salem District Nursing Association and this agency cooperate very closely in cross referrals, consultation, and collaborative care plans in order to coordinate services for the most benefit to the individual of family.

Homemaking Service, as provided through a professional, voluntary agency supported by public funds, such as ours, cannot be for convenience only. It must meet a need related to problems of chronic or temporary illness, problems of aging, handicapping conditions or family stress. Trained homemakers, working according to supervised service plans, can provide assistance with light housekeeping tasks, errands, laundry, and meal preparation on a visiting basis. The service is designed to help elderly, sick and handicapped people remain independent, in their own home, as long as feasible.

The service is funded by Title XX block grant, County and Town allocations, and private fees. A sliding fee scale system is used for those persons not eligible for Title XX.

For fiscal year ending June 30, 1984, a total of 2343 hours of service were provided to Salem residents. That represents nearly 35% of agency services although Salem is only 30% of the population served by this agency. The total monetary value of those services was over \$36,000, 3.8 times as much as the Town allocation. The human value is beyond measure.

Requests for this service may be made directly, or on behalf of a family member or friend by calling 432-7776, or by calling the Salem District Nursing Association.

The 1984 program evaluation of this agency showed the following:

2399 skilled nursing visits were made to 315 patients. 190 of these clients had nursing services paid for by Medicare, 7 had Medicaid and 118 patients had other third party coverage. This past year the two nurses saw a decrease in diabetic problems, but a substantial increase in cardiac and orthopedic patients. The two Registered Physical Therapists made 422 visits to 28 persons with primarily orthopedic and stroke conditions. 345 Home Health Aide visits were made to 22 persons who were disabled due to orthopedic problems and C.V.A. (stroke).

A breakdown of the nursing visits made according to diagnosis is as follows:

Postpartum	156	Arthritis	27
Well child/infant	160	Diabetes	131
Family Planning	1	Eye, ear, nose & throat	32
Gynecological	9	Urological	49
Neurological	67	Gastro-intestinal	170
Respiratory	68	Peripheral vascular	33
Orthopedic	160	Allergies	1
Central Vascular accident		Mental Health	25
(stroke)	123	Mental retardation	6
Cardiac	709	Communicable disease	84
Blood dyscrasia	73	Wounds	116
Cancer	124	Adult health	45
			<hr/>
			2399

KELLEY LIBRARY

Director's Report

1984 has been a year of change and challenge for the Kelley Library.

In the area of information services, we have made a quantum leap by going on line with DIALOG. One of the world's leading database vendors, DIALOG is actually a collection of 210 on-line databases, with a total collection of over 100 million records covering virtually every discipline and subject area under the sun.

For better or worse, whether we like it or not, we are now in the "Age of Information." Whether we believe in Alvin Toffler's "electronic cottage" and "Third Wave Civilization," or John Naisbitt's contention in **Megatrends** that America is changing from an "Industrial Society" to an "Information Society," there is little doubt that our life is going to experience profound change.

We are, in fact, suffering from "Information Overload." As never before, libraries of all types are being challenged to find new and better ways of providing information to users.

The birth of the micro-chip has created a partial solution to the problem of storing and retrieving enormous amounts of information, but it has also increased the very real chance of an economic gulf widening between the have's and have-not's.

You might ask, "The library has lots of books and magazines, so why do we need DIALOG?"

Quite simply, because DIALOG gives us access to far, far more information than we could possibly afford to purchase in concrete form for the library; it gives us that access far more rapidly than is possible with old-fashioned manual searching; and in addition, on-line searching enables us to conduct a complex search involving many different subject areas in a way that is simply not possible by any other method.

We cannot force you to use your library any more than we can force your children to become good students; what we can do, when you choose to use us, is to make available to each of you the best, and most up-to-date information systems we can afford to offer.

Our challenge, therefore, and our goal, is to keep abreast of the "Information Explosion," and to change when change is necessary to continue to provide to all of you the very best library services now and in the future.

Respectfully submitted,

Edward V. Reed, Director
Eleanor Strang, Assistant Director

KELLEY LIBRARY

Board of Trustees Annual Report

The Board of Trustees of the Kelley Library again this year would like the citizens of Salem to be aware of the valuable resources available to them at their public library.

The collection is one of the largest in the area and there are trained people on the staff to help you find material in countless numbers of areas.

The Kelley Library has kept pace with the "information explosion" with the introduction of a computer based informational system and it is the library's hope to continue to be available and helpful to all citizens from the pre-schoolers taking out their first book to the person working on a doctorate.

Respectfully submitted,

Richard J. O'Shaughnessy - Chairperson
Anna Willis
Bertice Woodbury
Kelley Library Board of Trustees

KELLEY LIBRARY STATISTICS 1984

"Dedicated To Serving You"

ADULT SERVICES:

Circulation

Books, magazines and paperbacks	114,448
Phonograph records, audio cassettes, art prints	5,092
Films and AV equipment	135
Children's Museum Pass	61
Sub Total	119,736
Book requests processed	229
Reserve notices processed	2,651
Overdue notices processed	7,497
Overdue materials processed	17,054
New borrowers registered	1,644

CHILDREN'S SERVICES:

Circulation:

Books, magazines and paperbacks	48,711
Phonograph records and audio cassettes	2,125
Games and toys	233
Films and video cassettes	90
Sub Total	51,159
Overdue notices processed	3,558
Overdue materials processed	8,418
New Borrowers registered	476
Story hour attendance	2,381
Other programs attendance	1,044

CIRCULATION GRAND TOTAL

170,895

INFORMATION AND REFERENCE SERVICES:

Reference and Research questions answered	8,224
Inter-library loan requests processed	966
Online database searches conducted	261

CATALOG AND TECHNICAL PROCESSING SERVICES:

Hardcover books catalogued and processed	3,943
Paperbacks and other library materials processed	3,055
Library books and other library materials withdrawn	4,672

(Majority were missing in inventory or long overdue.)

**YOUR LIBRARY CARD
GIVES YOU ACCESS TO:**

The Best Collection Of New And Popular Books Of Any Library In Rockingham County!

The very latest best-sellers, current books on every subject, magazines, paperbacks, records, films and video cassettes, art prints and sculpture, etc.

Our current library collections include:

65,750 books
18,874 paperbacks
426 magazine, serial and newspaper subscriptions
3,070 records and audio cassettes
424 art prints and sculptures
80 films and video cassettes
37 public-access computer programs

PLUS

"LANDMARK LIBRARY SERVICE"

- Small Business, Personal Finance, Career and Consumer Information.
- Access to Powerful On-Line Databases like Dialog.
- Public-Access Microcomputers.
- Meeting Rooms — Last Year, 617 meetings were scheduled in our two fully equipped, fully accessible meeting rooms.
- A staff of fourteen trained and knowledgeable librarians dedicated to serving you!

Many readers say, "It's The Best Library I Have Ever Used."

WHAT CAN THE LIBRARY DO FOR YOU?

KELLEY LIBRARY TREASURER'S REPORT

Balance of cash on hand January 1, 1984		1,564.98
Income 1984:		
Town of Salem	407,078.26	
Fees & Charges	13,968.10	
Material of Trade	6,977.92	
Grants	64.01	
Trust Funds	1,601.41	
Gifts	520.00	
N.E. Telephone	29.09	
Interest	216.64	
Total income	430,455.43	
Total Available Funds 1984		432,020.41
Expenses 1984:		
Personal Services	289,937.40	
Fees & Charges	14,784.64	
Material of Trade	78,703.45	
Supplies	6,346.71	
Services & Other Charges	36,788.43	
Equipment	31.50	
Encumbered (Equipment)	3,436.50	
Total Expenses	430,028.63	
Balance of Cash on Hand December 31, 1984		1,991.78
Cash Balances, December 31, 1984:		
Checking account	2,134.98	
Petty Cash (4 accounts)	<u>203.76</u>	
	2,338.74	

PLANNING BOARD REPORT

1984 was again, as have been so many prior years in the last two decades, a year of change, of growth, of transition and of loss. Salem continues to be the dynamic base for so many things affecting the southeastern region of New Hampshire. Our commercial and light industrial business community continues to grow and expand. The Keewaydin development in northwest Salem continues to attract new companies and buildings which provide employment opportunities, expand the local and State economies and expand the local property tax base. Rockingham Venture returned thoroughbred horse racing to Rockingham Park in a positive and successful tone. The "heart" of Salem, Rte. 28, continues to grow with additional commercial sites and facilities.

A resurgence of new construction for housing was clearly evident. The last parcel of land zoned for apartments, on Cluff Crossing Road, is gradually giving birth to structures, residential housing starts are higher than for several prior years and new subdivisions destined to soon feel the bulldozer have been approved in many sections of Town. The long awaited start of putting pipe in the ground for the eventual tie-in to the Greater Lawrence Sanitary District network and plan is now history, but the long term benefits and impacts are yet to be fully assessed and understood. For certain, future growth and development will not be inhibited by this event.

The Planning Board bid adieu to a long term member, David Vartanian, who retired after several years of service to the community. We welcomed aboard George Salisbury in his stead and greeted Ross Moldoff, Director of Development and our professional advisor with the ever-present desk full of work.

As one might expect in such a dynamic environment as Salem, the tasks and opportunities do not diminish. Salem's Zoning Ordinance, Site Plan Regulations, Subdivision Regulations and other appropriate ordinances and regulations require Board review and citizen input to ensure compliance with State Statutes, consistency with the needs of our residents and a proper vision for the future of Salem.

The members of the Planning Board and its support staff look forward to a 1985 again full of challenge, opportunity, change, compromise and cooperation. We urge you to be interested, concerned, constructive and participatory and assist the Planning Board in its continuing effort to achieve balanced growth and development in Salem.

William L. Kelly
Chairman

MAJOR PROJECTS APPROVED BY PLANNING BOARD

Applicant **Project** **Location** **Map, Lot**

1984

CPJ Trust	57,000 s.f. warehouse	Garahedian Drive	104 15C
Lewis Builders	12 lot subdivision	Brady Avenue	97 9F
Corinthian Heights	25 lot subdivision	North Main Street	69.4
T. A. Associates	37,300 s.f. industrial building	Keewaydin Drive	92 29A
LaPerle	13,000 s.f. shopping center	North Broadway	34 28
Gudek Enterprise	15,000 s.f. office building	Pelham Road	87 5
St. Laurent	10,000 s.f. funeral home	North Broadway	78 11 1
Salem Professional Park	31,000 s.f. office building (2)	Stiles Road	92 23 6
Continental Realty Trust	18,000 s.f. office/warehouse	Delaware Drive	98 19B
Prestige Realty Trust	15,600 s.f. office building	Main Street	85 7A
Therault	12,800 s.f. street hockey rink	Brookdale Road	87 10 1
Wescott Realty	14,400 s.f. industrial warehouse	Raymond Avenue	43-4A
Geary	30 unit addition to motel	South Broadway	13-33A
Equity Construction	99 unit condo complex	Cluff Crossing Road	99 33
Salem Mini-Storage	36,900 s.f. addition to existing warehouse facility	South Policy Street	45 6
Delta & Delta Realty	50,510 s.f. retail/warehouse addition	South Broadway	11-4
Fundamental Baptist Temple	12,500 s.f. addition	Sandhill Road	2 10
NH Furniture Sales	45,000 s.f. retail addition	South Broadway	4 14
Klein Associates	30,600 s.f. research/manufacturing addition	Klein Drive	67 16&18
Computer Fabrication	85,000 s.f. industrial building	Industrial Way	87 6
Barron Appliances	23,445 s.f. retail/warehouse bldg.	South Broadway	5-5
D'Jamoos	10,560 s.f. industrial addition	Lowell Road	98 23

SALEM HOUSING AUTHORITY

The Salem Housing Authority continues assistance to 150 tenant households through the Public Housing Program, housing eligible elderly, handicapped and/or disabled persons at Millville Arms and Telfer Circle. The Section 8 HAP Program (rent subsidy program) was expanded in 1984, when HUD approved an additional allocation of units. The Salem Housing Authority serves thirty-seven (37) households under the Section 8 Program; an increase of seven (7) from our original allocation of thirty (30) units. The Authority now provides assistance for a total of 187 households.

Delivery of assistance remains the same, with tenants paying an established percentage of income towards rent and utilities. However, many changes have occurred with respect to the regulations governing operation of the programs. The income-to-rent ratio requires all tenants in occupancy after 1982 to pay thirty percent (30%) of income towards rent. All tenants occupying assisted units prior to 1982, will be phased in to a 30% of income rent schedule by 1986. Eligibility requirements have also changed with emphasis on assistance for households at or below 50% of median income for the area. The Federal Government will still require the Authority to maintain broad range of income concept, as per the HCDA (Housing and Community Development Act) of 1974.

The Authority's Waiting List continues to be extensive for both the Public Housing Program and Section 8. We continue to have an active Waiting List of 206 eligible applicants for assisted housing programs. It appears that HUD, in its role of providing assisted housing, will not be encouraging nor supporting new construction, but rather will attempt to work with existing housing stock . . . housing rehabilitation programs, rental rehabilitation programs and the use of housing vouchers.

In accordance with the Cooperation Agreement with the Town of Salem, entered into on September 25, 1971, the Salem Housing Authority continues to make its annual Payment In Lieu of Taxes (PILOT). The Housing Authority, as one of the Town's landlords, also makes payments to the municipality for water and sewer services. A summary of payments appears below:

SUMMARY OF PILOT* AND WATER AND SEWER PAYMENTS 1977 - 1984

*Payment in Lieu of Taxes

Year	Project	Amount	Water & Sewer Payments
1977	Millville Arms	\$2,276.08	
1978	Millville Arms	\$2,819.94	
1979	Millville Arms	\$2,963.26	
1980	Millville Arms	\$2,522.47	
1981	Millville Arms	\$2,205.60	
1982	Millville Arms	\$3,557.57	
1983	Millville Arms	\$5,376.22	
1983	Telfer Circle	\$4,664.36	
1984	Millville Arms	\$5,665.82	
1984	Telfer Circle	\$9,362.67	
	Grand Total	\$41,413.99	1977 - 1984
			\$54,351.57

The Salem Housing Authority will continue to strive to provide quality programs in the delivery of assisted housing. Our objective will always remain the same . . . to be of service to the community.

Respectfully submitted,
BOARD OF COMMISSIONERS
Delbert F. Downing, Chairman
Michael J. Carney, Vice Chairman
George Gelt
Bertrand H. Duvernay
Raymond A. Bower

MOSQUITO CONTROL COMMISSION

Due to an extremely wet Spring season and one continuous week of rain late in May, the program was pressed to its limits this season.

We increased the number of storm drains treated for breeding mosquitos from 1,600 last year to 2,200 drains this season. Along with this increase, a total of 110 acres were treated for spring breeding species. Our adult mosquito portion of the program treated 100 road miles periodically during this season.

With the reported case of Eastern Encephalitis in Massachusetts, we were put on the alert for possible cases of this mosquito transmitted disease in our state. Weekly reports of mosquito samples were sent to the New Hampshire Department of Health for comparison with other districts to monitor for Eastern Encephalitis. We will continue to participate in this program this season. Although the potential exists for this disease to occur in Southern Rockingham County, there were no reported cases in the State.

As mosquitoes breed in stagnant pools of water, we wish to remind the residents that it is very important that they continue to eliminate breeding sites such as bird baths, unused swimming pools, tarpulins that collect water, old tires, and any other area that collects water longer than seven days on their property. We will continue to do our best to control other breeding sites, but we still need your continued help.

We wish to thank the residents who have assisted our program this past season and hope that their cooperation will continue.

Respectfully submitted,

Richard F. Seyfried, Chairman
Leo Beaulieu
Samuel Burke

SALEM HISTORIC DISTRICT COMMISSION

It is the goal of the Salem Historic District Commission to preserve the colonial atmosphere of the community. We have recently started the process of restoring the "Little Red Schoolhouse" which was donated by Bill Brown.

We anticipate future projects to preserve the Salem Center area which is now the Salem Historic District.

Two projects that have been discussed are gas lights on the Town Common and the inclusion of the Hose House and the Old Library as part of the Museum.

Three of our members are on the Museum Committee, and we appreciate donations to our Museum that any citizen may have.

George Winchell, Chairman
Arthur Berlin
Beverly Glynn
Bertice Woodbury
Henry J. Potvin, Jr., Selectman Rep.

BOARD OF ADJUSTMENT ANNUAL REPORT 1984

The Board of Adjustment consists of five regular members and five alternate members who are appointed by the Board of Selectmen. The authority of the Board of Adjustment is to act in three separate areas; (1) in cases where an individual wishes to appeal an administrative decision; (2) requests for special exceptions; and (3) power to grant variances. Our responsibilities are not an easy task. For many years, the Salem Board of Adjustment has played an important role in the development of the town. Variance requests during 1984 ranged from consideration of relatively uncomplicated requests such as allowing a dwelling to remain in its existing location; granting variances for residential additions that encroach on lot lines; to more complex issues such as allow Canobie Lake Realty to erect an amusement ride greater than the 35' height allowed by zoning; reviewing request to permit use of land for private aircraft landing and takeoff; consideration of variance request to permit housing of thoroughbred race horses in rural district; acting on request to construct multiple apartment units in non-permitted area; deliberation of allowing retail/professional use of parcels in residential district. Each case is individually determined by the Board members and the decision is based on the five criteria that the Board shall find in order to grant variances which are as follows:

1. No diminution of surrounding property values would be suffered.
2. Granting the permit would be a benefit to the public interest.
3. Denial of the permit would result in unnecessary hardship to the owner seeking it. Financial hardship in this connection does not mean the personal financial hardship to the owner, but means that the land, building or structure if required to be constructed or used literally in accordance with provisions of the ordinance produce unnecessary hardship to the owner, whoever he might be.
4. By granting the permit substantial justice would be done.
5. The use, construction, or alteration would not be contrary to the spirit of the ordinance.

We take serious our responsibility in exercising the authority empowered to us as members of the Board of Adjustment and will continue to act in the best interest of the town and the community.

William Pry, Chairman
Philip DeRosa, Vice Chairman
Kenneth Folsom, Regular Member
Peter Tokanel, Regular Member
Carl Montequin, Regular Member
Phyllis Raynowska, Alternate Member
Rita Wefers, Alternate Member
Michael Grieco, Alternate Member
Francis Champoux, Alternate Member
Rene Milone, Alternate Member

SUPERVISORS OF THE CHECKLIST

1984 was a year of elections. There were four opportunities for voters to exercise their privilege — the Presidential primary in February, the Town election in March, the State primary in September, and the general election in November.

Consequently, voter registration was exceptionally high in 1984. Prior to the November election deadline, 2071 new voters were added to the checklist — 423 registered as Democrats, 412 registered as Republicans and 1236 registered as Independents.

Up-to-date statistics show:
14, 069 total registered voters
5,707 Democrats
4,451 Republicans
3,911 Independents

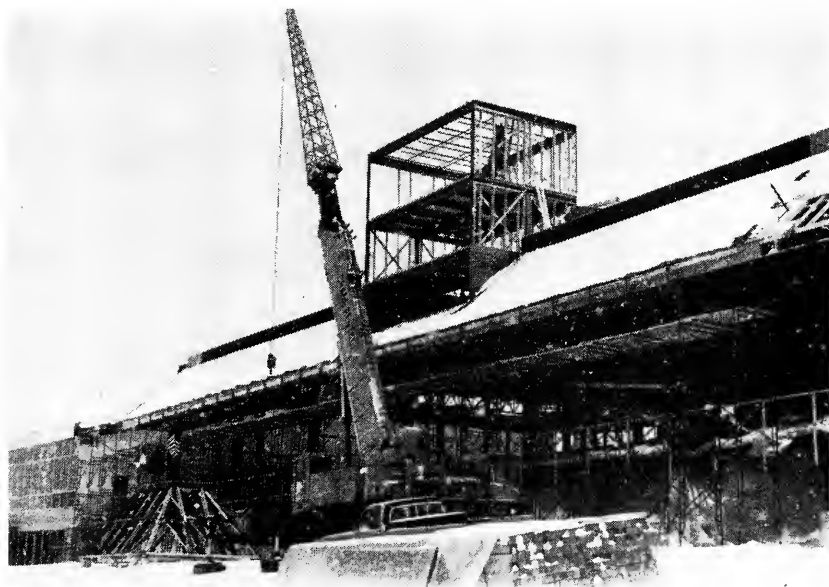
In addition to maintaining an accurate and complete checklist, the goal of the present Board of Supervisors is to be as accessible as possible to the Salem resident who wishes to register to vote.

Steps were taken during the past year to accomplish this goal. In conjunction with the present Board of Selectmen, a special Voter Awareness Week was proclaimed during the last week of August. Additional voter registration sessions were held at the Kelley Library as well as evening and Saturday sessions at the Municipal Office Building. Public awareness was intensified through special advertisements and the result was an additional 212 new voters during that week alone.

Any person who wishes to determine the up-to-date status of a voter, can find accessible voter lists in two public places; at the Kelley Library reference desk and in the Town Clerk's Office. Persons wishing to purchase a list can do so by calling a Supervisor of the Checklist who will make one available as soon as possible.

Application for voter registration can be made daily during regular office hours at the Town Clerk's Office. A driver's license will be accepted as proof of domicile and as a date of birth check. Notice of special evening and Saturday sessions will be publicized in the local newspapers for the convenience of those who cannot register during a week day.

Supervisors of the Checklist
Sheila Murray, Chairman
Joan Sabatini
Janice Habib



Carri • Plodzik • Sanderson
accountants & auditors

A. Bruce Carri, C. P. A. ||
Stephen D. Plodzik, P. A. ||
Robert E. Sanderson, P. A. ||

|| 193 North Main Street
|| Concord, New Hampshire 03301
|| Telephone: 603-225-6996

Members of the Board of Selectmen
Town of Salem
Salem, New Hampshire

Dear Members of the Board:

We have examined the financial statements of the Town of Salem, New Hampshire for the year ended December 31, 1983, and have issued our report thereon dated May 28, 1983.

As a part of our examination, we made a study and evaluation of the Town's system of internal accounting control to the extent we considered necessary to evaluate the system as required by generally accepted auditing standards. Under these standards, the purpose of such evaluation is to establish a basis for reliance on the system of internal accounting procedures that are necessary for expressing an opinion on the financial statements and to assist us in planning and performing our examination of the financial statements.

Our examination of the financial statements, made in accordance with generally accepted auditing standards, including the study and evaluation of the Town's system of internal accounting control for the year ended December 31, 1983, that was made for the purposes set forth in the paragraph above, would not necessarily disclose all weaknesses in the system because it was based on selective tests of accounting records and related data. Such study and evaluation revealed the following conditions that we believe are material in nature. Such weaknesses are detailed in this letter.

LETTER OF COMMENTS AND RECOMMENDATIONS

December 31, 1983

I. General Ledger System and Monthly Financial Reporting

We continue to strongly recommend the implementation of a general ledger system and a monthly financial reporting system as a significant step in strengthening internal accounting control over the financial operations of the Town.

We believe this comment is important for sound fiscal management and we have summarized the following benefits of developing a general ledger system. A general ledger will:

- Assist Town management in monitoring the activity and financial condition of the Town on a current basis. For example, various interfund receivables and payables could be monitored to assure that proper reimbursement is made on a current basis.

- Establish control over subsidiary accounting records and provide a means for periodic reconciliation to insure that the daily recorded transactions are properly summarized. Control totals for real estate taxes need to be periodically reconciled to the detail records as a means to provide a degree of assurance that all activity has been properly recorded.

- Establish additional controls over noncash transactions (journal entries, capital project expenditures, encumbrances, receivables and accounts payable).

- Provide a means for the Town to prepare periodic comparative reports of revenues and expenditures and financial condition on an accrual basis. These reports are particularly useful as a means of reporting on the stewardship role of Town officials to their constituency and in meeting the growing demands of the investment community for financial disclosure.

- Enable the Town to record adjustments resulting from audits of its financial records. Thus management would be able to address public or State inquiries regarding results of audit and have a formal record of all audit adjustments that have been recorded.

In our previous management letters we reported that we had been advised by the Finance Director that, with the implementation of the new data processing system, a general ledger system covering all the various funds of the Town was scheduled for implementation commencing in July 1982. This has not occurred in 1982 or 1983.

We recognize that there have been significant changes in the Town's management personnel during 1983 and 1984 which include a new Town Manager and a Finance Director. In our talks with these individuals we have encouraged them to establish priorities for software development and we believe the establishment of a general ledger system should be given a top priority.

LETTER OF COMMENTS AND RECOMMENDATIONS

December 31, 1983

II. Tax Collection Department

Our previous reports have been critical of the tax collecting department, citing the repeated failure to properly reconcile the various tax warrants on a routine basis. We felt that with the implementation of data processing for the tax collection functions, along with the procedures manual prepared by the independent auditors for the Tax Collector's office, significant steps had been taken to eliminate past inefficiencies. Our examination of the 1983 tax warrants again disclosed that the warrants are not being properly balanced and reconciled to the detail subsidiary records. Again, there apparently seems to be a lack of communication between the Tax Collector's department and the Finance Office. Program changes necessary within the EDP system have not been completed. However, this does not remove the Tax Collector from the responsibility of balancing the tax warrants on a periodic basis and at year-end.

Until such time as there is complete communication and cooperation between the Finance Department and the Tax Collector's office, goals of completing a workable system will not be achieved. We are pleased that the Town has established a full-time computer programmer position. This should alleviate some of the problems which have occurred in the past restricting development in this area.

III. Formal Accounting Policies and Procedures Manual

We continue to recommend that an accounting procedures manual be developed. The functioning of key accounting and operational controls in the Town of Salem is dependent upon the task knowledge of employees, such that the absence or termination of those employees does not provide the continuity necessary to insure the continued enforcement of control procedures. As a minimum, the manual should contain; 1) a description of all departments' accounting and bookkeeping records, 2) an organizational chart and job description for each accounting function by department, 3) a detailed chart of accounts and their description, 4) a listing of and procedure for preparing regular financial reports, 5) a policy statement regarding document filing and records retention, and 6) a description of accounting checks and proofs to be performed regularly and procedures for accounting for all recurring types of financial transactions.

The Town receives approximately twelve percent of general fund revenue from licenses, permits and charges for services which are generally classified as income from departments. This includes the police for outside duty, the ambulance and recreation departments, building, electrical, and plumbing permits, sale of tax maps, police fines, and cemetery, to name a few sources.

Our audit examination includes a review of the internal control for the income received by these departments and we do make bookkeeping suggestions and recommendations to the personnel.

LETTER OF COMMENTS AND RECOMMENDATIONS

December 31, 1983

As we suggested last year, with the new data processing system being developed, this would be an opportune time to review the various recordkeeping functions. Without constant review, especially in governmental operations, a gradual erosion can occur in the centralized accounting, receiving and treasury functions (so important to proper internal control) in which departments attempt to function as independent entities.

IV. Treasurer's Note, Bond and Coupon Register

The State Revised Statutes Annotated, Chapter 33:12 requires that the Town Treasurer maintain a register, in such form as prescribed by the Commissioner of Revenue Administration, which shall state the particulars of all bonds and notes issued by the Town.

Our examination revealed that the Treasurer does not maintain such a register and we suggest that he obtain, if possible, a waiver from the Commissioner of Revenue Administration if convinced that it is not practicable to comply with the regulations because of the number of outstanding debt issues. This is a previous recommendation.

V. General Fixed Asset Accounting

In general, accounting for fixed assets provides information for estimating the amount of insurance needed, monitors asset utilization, provides a safeguard over the asset, and allows for depreciation to be estimated when applicable. The Town does not maintain records for its investment in property, plant and equipment.

Fixed asset accounting should be considered when determination of applications to be automated is made. Revenue sharing and certain grants, as well as generally accepted accounting principles, require that adequate fixed assets records be maintained.

The objective of internal accounting control is to provide reasonable, but not absolute, assurance as to the safeguarding of assets against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that the cost of a system of internal accounting control should not exceed the benefits derived and also recognizes that the evaluation of these factors necessarily requires estimates and judgments by management.

There are inherent limitations that should be recognized in considering the potential effectiveness of any system of internal accounting control. In the performance of most control procedures, errors can result from misunderstanding of instructions, mistakes of judgment, carelessness or other personal factors. Control procedures whose effectiveness depends upon segregation of duties can be circumvented by collusion. Similarly, control procedures can be circumvented intentionally either with respect to the execution and recording of transactions or with respect to the estimates and judgments required in the preparation of the financial statements. Further, projection of any evaluation of internal accounting control to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions and that the degree of compliance with the procedures may deteriorate.

It should be noted that this letter, by its nature, is critical in that it contains only our comments and recommendations on deficiencies observed in the course of our examination. It does not include our observations on any strong features of the Town's systems of internal control that were observed.

Carri — Plodzick — Sanderson appreciates the courtesy and assistance extended by the administration and employees of the Town of Salem during the course of our examination. If you have any questions relating to the matters in this letter, we will be pleased to discuss them with you at your convenience.

Very truly yours,
Carri · Plodzick · Sanderson

ASSESSING DEPARTMENT SUMMARY INVENTORY

	1983	1984
Land	\$187,877,125	\$189,418,265
Buildings	324,293,200	349,778,350
Gas Companies	31,200	31,200
Electric Plants	7,045,800	7,094,000
Oil Pipeline	119,800	119,800
Total Gross Valuation	\$519,267,025	\$546,441,615
Elderly Exemptions	-3,623,500	-3,717,200
Blind Exemptions	-124,600	-104,000
Total Net Valuation	\$515,518,925	\$542,620,415
Taxes before Veterans Exemption	\$ 16,068,684	\$ 16,913,437
Minus Veterans Exemption	-116,530	-112,440
Net Property Commitment	\$ 15,952,154	\$ 16,800,997
Tax Rate	31.17	31.17

CURRENT USE (OPEN SPACE)

Total Current Use acreage	2,837	2,741
Total Full Value	\$ 6,406,200	\$5,929,860
Current Use Value Assessment	-237,325	222,160
Total Assessment Reduction due to Current Use	\$ 6,168,875	\$5,707,700

Joseph W. Lessard, Jr. CNHA
Chief Assessor

REPORT OF TOWN CLERK 1984

Automobile Tax Permits

1984	(28,608)	\$1,450,508.50
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Dog Licenses

1983	(40)	233.75
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1984	(1309)	5,675.35
------	--------	----------

Title Fees	8,126.00
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Certified Copies	1,701.00
------------------	----------

Uniform Commercial Code Filings	6,800.00
---------------------------------	----------

Collection Fees	290.00
-----------------	--------

Filing Fees	87.00
-------------	-------

Recording Fees	88.50
----------------	-------

Legal Fees—Dogs	280.00
-----------------	--------

Marriage License Fees	5,889.00
-----------------------	----------

Miscellaneous	68.86
---------------	-------

1,479,747.96

Less Remittance to State of N.H. for Marriage License Fees	-5,889.00
---	-----------

\$1,473,858.96

Eleanor B. Barron
Town Clerk, Salem, NH

VITAL STATISTICS 1984

Recorded in the Town Clerk's Office:

Marriages	447
-----------	-----

Births (Born in Salem, NH)	1
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Deaths	113
--------	-----

Deaths, non-residents buried in Salem, NH	47
--	----

Eleanor B. Barron
Town Clerk, Salem, NH

TAX COLLECTOR'S REPORT

Fiscal Year Ended December 31, 1984
—DR.—

<u>Uncollected Taxes — Beginning of Fiscal Year</u>	-----Levies of:-----		
	<u>1985</u>	<u>1984</u>	<u>1983</u>
Property taxes			<u>Prior</u>
Resident taxes			42,052.85
National Bank Stock Taxes			34,220.00
Land Use Change Taxes			00
Yield Taxes			00
Sewer Rents	127,632.83		1,096.21
Taxes Committee To Collector:			192.00
Property Taxes			
Resident Taxes	16,800,997.31		1,238,581.99
National Bank Stock Taxes	188,540.00		35,150.00
Land Use Change Taxes	10.24		00
Yield Taxes	73,315.00		00
Sewer Rents	1,095.81		
	362,946.92		
Added Taxes			
Property Taxes			
Resident Taxes	2,504.52		
	18,350.00		4,760.00
Overpayments			
a/c Property Taxes			
a/c Resident Taxes	24,867.63		7,929.57
	990.00		250.00

TAX COLLECTOR'S REPORT DEBIT

	<u>1985</u>	<u>1984</u>	<u>1983</u>	<u>Prior</u>
Interest Collected on Delinquent Property Taxes:		18,377.37	74,677.09	2,250.60
Penalties Collected on Resident Taxes:		492.00	1,485.00	5.00
Total Debits		<u><u>\$17,620,130.63</u></u>	<u><u>\$1,363,929.86</u></u>	<u><u>\$78,720.46</u></u>

	—CR.—		
Remittances to Treasurer During Fiscal Year			
Property Taxes	\$15,743,641.54		9,395.51
Resident Taxes	155,720.00	1,202,743.71	50.00
National Bank Stock Taxes	10.24	14,960.00	
Yield Taxes	68.61		
Sewer Rents	418,902.93	848.60	
Land Use Change Taxes	67,315.00		
Interest Collected During Year	18,416.08	74,677.09	2,250.61
Penalties on Resident Taxes	492.00	1,485.00	5.00
Discounts Allowed:	--	--	--
Abatements Made During Year:			
Property Taxes	4,718.43	35,154.84	3,133.24
Resident Taxes	2,160.00	21,930.00	
Yield Taxes	--	--	--
Sewer Rents	7,291.62		
Uncollected Taxes — End of Fiscal Year:			
(As Per Collector's List)			
Property Taxes	1,079,970.78	8,613.01	29,524.10
Resident Taxes	50,000.00	3,270.00	34,170.00
National Bank Stock Taxes	--	--	--
Sewer Rents	64,396.20		
Current Use	6,000.00		
Yield Tax	1,027.20	247.61	192.00
Totals:	\$17,620,130.63	1,363,929.86	78,720.46

This report has not been audited and is therefore subject to adjustment.

SUMMARY OF TAX SALES ACCOUNTS FISCAL YEAR ENDED DECEMBER 31, 1984

	1983	1984	1985
Unredeemed taxes 12-31-1983		\$260,045.38	\$141,580.43
Taxes sold during current year	\$639,433.71		
Interest collected	25,912.76	38,200.68	56,995.37
Total Debits	<u>\$665,346.47</u>	<u>\$298,246.06</u>	<u>\$198,575.80</u>
Remittance to Treasurer During Year			
	\$408,661.77	\$182,118.90	
Redemptions	25,912.76	38,200.68	\$138,475.70
Interest & Costs	11,232.11		56,995.37
Abatements	343.42	722.46	
Deeded to Town			480.99
Unredeemed-Dec. 31, 1984	219,196.41	77,204.02	2,623.74
Total Credits	<u>\$665,346.47</u>	<u>\$298,246.06</u>	<u>\$198,575.80</u>

Respectfully submitted,
John H. Lamprey
Tax Collector

*These reports have not been audited and therefore subject to audit adjustment.

REPORT OF THE TRUSTEES OF TRUST FUNDS
YEAR ENDING DECEMBER 31, 1984

TOWN OF SALEM, N.H.

ITEM	FUND NAME	EST.	PURPOSE	PRINCIPAL		BAL. 1/1/84	BALANCE 12/31/84	1984			PAY TO
				ADDITIONS	PAYMENTS			SOURCE	TYPE	INCOME AMT.	
1	JOHN MCVOY	1932	CARE FOR NEEDY	-0-	-0-	67,071.98	67,071.98	SCB BE IH DAYTON PEL RCT	CD CD CN S CH	668.81 1518.89 3400.00 500.00 306.34	TS
2.	JOHN DIX	1930	PUBLIC IMPROVEMENT	-0-	-0-	18,771.28	18,771.28	BE SCB DAYTON PEL RCT	CD CD&MM S CH	760.07 1201.21 250.00 83.08	TS
3.	LANCASTER CEMETERY	1962	CARE OF CEMETERY LOT	-0-	-0-	2,500.00	2,500.00	SCB RCT	CD CH	340.38 20.51	TS
4.	C. B. MCLAUGHLIN	1975	CARE OF CEMETERY LOT	-0-	-0-	1,000.00	1,000.00	SCB RCT	CD CH	137.35 8.27	TS
5.	MARIO BUCHERI	1974	CARE OF MEMORIAL	-0-	-0-	250.00	250.00	SCB RCT	CD CH	29.86 1.79	TS
6.	CEMETERY	1916	PERPETUAL CARE	(1) 9,530.00	-0-	166,517.08	176,047.08	HH BE CD PB CD PB C	SN CD CD CD CD C	5,400.00 1,577.23 4,855.68 2,977.84 1,497.41	TS
7.	SIMPSON - MAXWELL	1964	NEEDY CHILDREN	-0-	-0-	5,000.00	5,000.00	SCB RCT	CD CH	686.73 41.36	SSD
8.	LANCASTER-SPELLING	1956	SPELLING BEE PRIZES	-0-	-0-	2,000.00	2,000.00	SCB RCT	CD CH	274.69 16.54	SSD
9.	ORDWAY	1916	SUPPORT OF SCHOOL SYSTEM	-0-	-0-	738.00	738.00	SCB RCT	CD CH	101.52 6.11	SSD
10.	ENOCH TAYLOR	1921	SUPPORT OF HIGH SCHOOL	-0-	-0-	41,109.72	41,109.72	BE RCT	CD CH	3,961.35 100.92	SSD
11.	SCHOOL PRIZE	1944	SUPPORT OF SCHOOL SYSTEM	-0-	-0-	550.00	550.00	SCB RCT	CD CH	71.66 4.32	SSD
12.	ACKERMAN SCHOLARSHIP	1973	ANNUAL SCHOLARSHIP	(1) 350.00	-0-	2,150.00	2,500.00	RCT	CD	244.96	SSD
13.	SIMPSON-MAXWELL NURSE	1965	SUPPORT DISTRICT NURSE	-0-	-0-	23,727.50	23,727.50	SCB RCT	CD CH	3,320.19 199.97	DN

14.	BICENTENNIAL SCHOLARSHIP	1977	SUPPORT DOLLARS FOR SCHOLARS	8,300.00	-0-	-0-	-0-	8,300.00	SCB	CD	941.84	
									SCR	HM	357.59	PS
									RCT	CH	56.73	
15.	SALEM HISTORIC COMMISSION	1970	HISTORICAL IMPROVEMENTS	14,627.86	(3) 1,000.00	-0-	-0-	17,005.40	SCB	CH	550.60	TO
					(3) 1,377.54				SCB	NM	826.94	PRIN.
16.	JOHN A. BAILEY	1928	BOOKS FOR LIBRARY	2,103.64	-0-	-0-	-0-	2,103.64	SCB	CD	286.63	
									RCT	CH	17.25	KL
17.	COUNCIL OF FINE ARTS	1973	BOOKS FOR LIBRARY	428.50	-0-	-0-	-0-	428.50	SCB	CD	53.74	
									RCT	CH	3.23	KL
18.	WILLIAM E. LANCASTER	1956	SELECTMEN'S DISCRETION	142,098.31	(3)	(5) 13,216.82	(5)	142,315.13	RCT	CD	4,445.80	
						(6)	(6)		RCT	CD	1,340.40	
						10,000.00			RCT	CD	3,648.42	
									RCT	C	423.42	
									RCT	CH	3,097.48	
									RCT	CH	11.30	TO
									DAYTON P&L	S	250.00	PRIN.
19.	CAPITAL RESERVE	1944	MUNICIPAL IMPROVEMENTS	50,000.00	(3) 5,427.33	(7) 17,923.79	(7)	37,503.54	IH	CN	4,250.00	
									IH	NM	768.69	
									RCT	CH	284.64	TO
									BK-EAST	S	144.00	PRIN.
20.	FRANKIE LINEHAN	1984	SCHOLARSHIP FOR TECHNICAL SCHOOL AWARDED UPON COMPLETION OF 1st SEMESTER	-0-	(1) 7,500.00	-0-	-0-	8,125.69	RCT	C	167.20	TO
					(4) 625.69				MSB	NM	46.33	IND.
									MSB	CD	412.16	
	TOTALS			548,943.87	39,027.38	(30,923.79)	(30,923.79)	557,047.46			56,929.53	

NOTES TO PRINCIPAL ADDITIONS & PAYMENTS

- (1) Addition to (or creation of) fund by individuals
- (2) Annual Grant from Town of Salem
- (3) From Income-all earnings for year added to principal
- (4) Recipient did not continue education - income to principal
- (5) Award to Dollars for Scholars
- (6) Grant to Boys' Club (2nd payment of \$50,000. approved on 01/03/83 - balance due \$30,000.
- (7) Final payment due to Town of Salem for municipal improvements (original amount of \$100,860. on 03/15/80)

Payments to

TS - Treasurer - Town of Salem
 SS - Treasurer - Salem School District
 KL - Treasurer - Kelley Library
 DN - Salem District Nurse Assoc.
 OS - Treasurer, Dollars for Scholars
 I - Recipient of Award

TRUST FUND INVESTMENTS 01/01/85

Salem Co-Operative Bank 76,149.30
 Bank East 79,761.01
 Rockingham County Trust 139,099.89
 Indian Head Bank 100,000.00
 Pelham Bank & Trust Co. 101,047.08
 Merchants Savings Bank 37,503.54
 Fidelity Puritan Fund 10,625.69
 Dayton Power & Light (500 shs) 12,860.95
 Bank East (120 shs) -0-

TOTALS

557,047.46

ABBREVIATIONS USED IN INCOME COLUMNS:

SOURCE
 RCT - ROCKINGHAM COUNTY TR.
 PB - Pelham Bank & Trust
 BE - Bank East
 SCB - SALEM COOPERATIVE BK.
 IH - Indian Head Bk.
 MSB - Merchants Svgs Bk.
 TYPE
 CD - Certificate of Deposit
 NM - Money Market
 CN - Capitol Note
 S - Stock
 C - Hi Yield Checking
 CH - Regular Checking

ADDITIONS TO PERPETUAL CARE FUND

Amount	Name
260.00	James T. Shevlin
130.00	Robert C. Stanley
130.00	Joseph Rochira
260.00	Leo & Esther Wilson
130.00	Norman J. Bonin
130.00	Bartha & Masnino Sciolla
130.00	Isadora Hancock
195.00	Ray & Doris Carlson
130.00	Elmar C. Taylor
130.00	Donato J. Matte
130.00	Paul I. Cushing
130.00	Alfred Castricone
130.00	Ralph F. Bowman
100.00	Donald & Margaret Brennan
195.00	James Holland
130.00	Albert E. Lawson
130.00	Arthur Shurtleff
130.00	Emery Lamontagne
130.00	Stella Maciejewski
130.00	Evelyn Baumgarten
130.00	Bernard H. Lattin
65.00	Gertrude Lamontagne
130.00	Raymond Janzegers
65.00	Mary P. Bernard
130.00	Phillip Belliveau
130.00	Rosario H. Rizzo
130.00	Constance D. Baratta
50.00	Mark L. Bean
195.00	Brian S. Proulx
150.00	Dennis Tucker
65.00	Ann Whiteneck
130.00	Robert F. Bell
130.00	Walter O. Swanson
130.00	Mary & Edgar Scholtz

Amount	Name
130.00	Ernest Dietel
130.00	Josephine A. Kennelly
200.00	Edward J. Dudley
130.00	Yvette Soucy
130.00	Margaret Samataro
130.00	Alan P. Phelps
130.00	Walter & Ann Kibildis
260.00	Danny M. Hancock
65.00	Edwin L. Ahearn
130.00	George Spinney
130.00	Richard & Priscilla Kibildis
45.00	Carl W. Hall
260.00	Thomas & Gertrude Johnson
130.00	Antoinette Hanna
100.00	Edward J. Dudley
195.00	Raymond Rivard
130.00	Leo & Catherine Lord
65.00	Gertrude C. Johnson
260.00	Irene & James Labonte
65.00	Dorothy E. Nelson
195.00	Carol Rivard
130.00	William H. Gray
65.00	Donald J. Driscoll
260.00	Richard L. Maziarz
65.00	John Gates
260.00	Leo W. Berube
130.00	Felice Arcidi
130.00	George H. Hesse
130.00	Charles P. Ross
195.00	Andrew Craffey
45.00	Kerriane Ross
130.00	Robert D. Burns
260.00	Robert & Dorothy Beal
130.00	Odias Lefebvre

CONTINGENCY FUND*

1984

Appropriated	\$5,000.00	
Expended	\$9,099.22	
Balance December 31, 1984		(4,099.22)
Expended:		
G & Underwood (Engineers) Landfill Fire		8,818.22
Policy Well — Duston Road Wells		<u>281.00</u>
		\$9,099.22

*This report has not been audited and therefore subject to audit adjustments.

CONSERVATION FUND*

1984

Cash on Hand January 1, 1984	\$15,991.36	
Receipts:		
Interest	860.05	
From Town of Salem	<u>1,000.00</u>	
Expenditure		<u>-0-</u>
Balance December 31, 1984		\$17,851.41

*This report has not been audited and therefore subject to audit adjustment.

CAPITAL PROJECTS FUNDS*

Purpose	Approp. 1983	Prior Years Carryovers	Expended	Encumbered	Balance +(-)
Road Imp.	160,000	18,801	155,763	23,038	
Dam Repairs		83,837	79,174	4,663	
Route 28		440,397	27,693	412,704	
Landfill Imp.		32,231	16,832	15,399	
Plant Imp.		63,191	30,037	33,154	
Sewer Const. I		2,064,585	315,233	1,749,352	
Sewer Con. II	3,100,000		615,898	2,484,102	
Water Facilities		45,383		45,383	
Water Imp.		119,110	2,500	116,610	
Duston Rd. Water	<u>610,000</u>	<u>.</u>	<u>581,997</u>	<u>28,003</u>	
	3,870,000	2,867,535	1,825,127	4,912,408	

*This report has not been audited and therefore subject to audit adjustment.

CAPITAL PROJECTS FUND* 1984

Cash on Hand January 1, 1984	\$973,869	
Receipts:		
Interest	125,471	
W.S.P.C.C. Reimbursement	22,292	
From Town of Salem	56,207	
Bond Anticipation Note	2,300,000	
Accounts Receivable	<u>6,810,000</u>	
Total Cash		10,287,839
Appropriations Committed	1,825,126	
Encumbrances	4,912,410	
Accounts Payable	2,300,000	
Bond Anticipation Note 1984	1,000,000	
Fund Balance	<u>250,303</u>	
Total Fund Balance and Expenditures		10,287,839

*This report has not been audited and therefore subject to audit adjustment.

FEDERAL REVENUE SHARING FUND*

Cash on hand January 1, 1984	397,590	
Receipts:		
From Federal Government	401,078	
Interest Earnings	41,765	
Total Cash and Receipts		840,433
Expenditures	411,887	
Encumbrances	366,009	
Fund Balance	62,537	
Total Fund Balance and Expenditures		840,433

*This report has not been audited and therefore subject to audit adjustment.

REVENUE SHARING 1984*

Purpose	Budget 1984	Prior Years Carryovers	Expended	Encumbered	Balance +(-)
Open Space					
Land		42,386	3,600	38,786	
Debt Serv.	58,000		58,000		
Computer					
Acquisition	41,207	23,615	61,135	3,687	
Microfilm		5,480	1,700	3,780	
Voting					
Equipment		6,118		2,000	4,118
Police Eq.	22,800	9,891	23,156	6,699	2,836
Police					
Vehicles	43,200		43,200		
Fire Dept.					
Equip.	204,500		20,028	184,472	
Fire Sta.					
Repairs		2,100	2,100		
Packard					
Land		30,000			30,000
MQP Ballfds.		50,000	36,131	13,869	
Senior Van	12,000		12,000		
Library Roof	16,000		156	15,844	
Public Works					
Equipment	95,635	45,407	138,085		2,957
Phase III					
Mapping		24,000	7,265	16,735	
High. Land					
Acq.		42,100		42,100	
Millville					
II Road		3,015	3,015		
Traffic					
Controllers	15,000		962	14,038	
Eng. Ser.	20,000			20,000	
Water Qual.					
Program	4,000			4,000	
Landfill					
Closeout		1,353	1,353		
	532,342	285,465	411,886	366,010	39,911

*This report has not been audited and therefore subject to audit adjustment.

WATER DEPARTMENT*

Purpose

	Budget 1984	Carryover Prev. Years	Expended 1984	Carryover 1984	Balance +/(-)
Personal					
Services	217,475		203,980		13,495
Supplies	61,800	1,214	54,003	2,568	6,443
Serv. &					
Other Charges	614,929	20,762	433,946	5,117	196,628
Outlay	91,800	520	75,557	13,060	3,703
	<u>986,004</u>	<u>22,496</u>	<u>767,486</u>	<u>20,745</u>	<u>220,269</u>

Revenue - 1984

	Budget 1984	Received 1984	Balance +/(-)
Water Sales	956,004	872,389	(83,615)
Town Service		30,000	()
Total	<u>986,004</u>	<u>902,389</u>	<u>(83,615)</u>
Change in Fund Status			136,654

*This report has not been audited and therefore subject to audit adjustment.

SEWER DEPARTMENT*

Purpose

	Budget 1984	Carryover 1983	Expended 1984	Carryover 1984	Balance +/(-)
Personal					
Services	97,386		74,900		22,486
Supplies	13,850		15,843	137	(2,130)
Serv. &					
Other Charges	412,547	4,331	412,419	2,197	2,262
	<u>523,783</u>	<u>4,331</u>	<u>503,162</u>	<u>2,334</u>	<u>22,618</u>

Revenue - 1984

	Budget	Received	Balance +/(-)
Sewer Rental	523,783	409,523	(114,260)
Change in Fund Status			(91,642)

*This report has not been audited and therefore subject to audit adjustment.

**STATEMENT OF APPROPRIATION AND
TAXES ASSESSED — 1984**

General Government

Town Offices Salaries	45,503
Town Offices Expenses	540,159
Election and Registration Expenses	17,820
Cemeteries	7,000
Planning and Zoning	12,043
Legal Expenses	48,500
Contingency Fund	5,000

Public Safety

Police Department	1,554,686
Fire Department	1,583,224
Civil Defense	8,450
Building Inspection	144,881
Water Department Services	30,000

Highways, Streets and Bridges

General Highway Department Expenses	1,448,390
Street Lighting	287,600
Wilson Street Paving	15,000
Resurface Woodland Avenue	7,000
Butler Street Sidewalk	9,400

Sanitation

Solid Waste Disposal	222,200
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Health

Animal Control	32,438
Outside Human Service Organizations	48,269
Mosquito Control	8,900
Homemaker Service	9,467

Welfare

General Assistance	102,641
Old Age Assistance	40,000
RSVP	1,200
RCCAP	3,000

Culture and Recreation

Library	420,000
Parks and Recreation	114,000
Patriotic Purposes	8,300
Conservation Commission	500
Elderly Programs	51,769

Debt Service

Principal of Long Term Bonds	491,500
Interest Expense-Long Term Bond	344,010
Interest Expense-Tax Anticipation Notes	150,000
Interest Expense-Other Temporary Loans	57,000

Capital Outlay

Revenue Sharing Articles	474,342
Capital Projects - Road Improvement	160,000
Duston Road Water Line	610,000
Sewer Construction	3,100,000

Total Town Appropriations		15,155,210
Total Revenues and Credits		9,766,837
Net Town Appropriations		5,388,373
Net School Tax Assessment		10,831,108
County Tax Assessment		826,234
Total Town, School and County		17,045,715
Deduct Total Business Profits Tax Reimbursement		710,789
Add War Service Credits		112,538
Add Overlay		470,969
Property Taxes To Be Raised		16,918,431
Valuation		
542,779,315	x	31.17
		16,918,431

Miscellaneous	
Municipal and District Court Expenses	109,529
Municipal Water Department	986,004
Municipal Sewer Department	523,783
FICA, Retirement, Pension Contributions	989,632
Insurance	276,070
Employee Retirement Article	40,000
Seacoast Task Force	1,000
Unemployment Compensation	15,000
TOTAL APPROPRIATIONS	15,155,210

SOURCES OF REVENUE

TAXES	
Resident Taxes	188,540
National Bank Stock Taxes	10
Yield Taxes	1,000
Interest and Penalties on Taxes	237,600
Boat Tax	7,000
Intergovernmental Revenues	
Shared Revenue — Block Grant	378,103
Highway Block Grant	216,522
Railroad Tax	25
State Aid Water Pollution Projects	36,636
Town Road Aid "B"	172,306
Licenses and Permits	
Motor Vehicle Permit Fees	1,223,445
Dog Licenses	7,000
Business Licenses, Permits and Filing Fees	211,950
Charges For Services	
Income from Departments	370,571
Rent of Town Property	15,000
Outside Detail	190,000
Miscellaneous Revenues	
Interest on Deposits	380,000
Traffic Lights — Pelham Road	15,000
Sale of Town Property	15,000
Trust Fund Interest	20,000
Other Miscellaneous Sources	42,000
Other Financing Sources	
Proceeds from Bonds	3,710,000
Income from Water & Sewer Departments	1,509,787
Revenue Sharing fund	532,342
Capital Projects — Interest	160,000
Return Compensation Program	100,000
Water Management Fee	27,000
Total Revenues and Credits	9,766,837

Statement of Expenditures

Governing Bodies	47,375
District Court	110,898
Town Manager	89,714
Tax Collector	48,372
Town Clerk	69,635
Finance/Personnel	166,744
Assessing	82,588
Municipal Buildings	1,098
Elections	21,166
Legal Services	36,122
Boards and Commissions	15,822
Administrative Services	84,791
Debt Services	1,023,491
Contingency	9,099
Employee Benefits	1,032,424
Insurance	297,518
Police Department	1,563,630
Fire Department	1,655,873
Resources and Development	145,447
Animal Control	32,178
Civil Defense	8,509
Water Department Services	30,000
Outside Human Services Org.	48,269
Welfare	136,095
Recreation	114,754
Elderly	51,241
Library	417,957
Community Contributions	7,737
Public Works	1,372,561
Street and Traffic Lighting	229,115
Local and Grant Programs	259,438
Sewer Department	503,162
Water Department	767,485
School District	10,583,293
County Tax	826,234
Paving - Wilson Street	15,000
Museum Equipment	516
Mosquito Control	9,311
RSVP Program	1,200
Resurface Woodland Avenue	2,155
Hedge Hog Park Development	3,225
Homemaker Service	9,467
RCCAP	3,000
Employee Retirement Fund	28,428
Seacoast Task Force	1,000
Sidewalk Butler Street	1,865
Miscellaneous Expenses	7,169
Overlay	7,751
Tax Sale	636,488
Temporary Loans	<u>3,000,000</u>
	25,616,410

* This report has not been audited and therefore subject to audit adjustment.

Statement of Receipts*

Property Tax Current Year	15,739,292
Property Tax Previous Years	1,206, 439
Resident Tax Current Year	155,436
Resident Tax Previous Years	14,262
National Bank Stock Tax	10
Boat Tax	17,695
Open Space Tax	57,975
Interest on Taxes	95,933
Resident Tax Penalties	1,554
Shared Revenue	378,103
Business Profits Tax	710,789
Highway Block Grant	216,522
Sewer Reimbursement WPCC	36,636
Yield Tax	917
Civil Defense	1,290
Railroad Tax	51
Auto Permits	1,448,629
Title Fee	8,183
Trotting and Racing Fees	68,750
Dog Licenses	5,909
Building Permits	79,097
Electrical Permits	4,787
Plumbing Permits	5,089
Misc. Inspection Permits	2,963
Sunday Sales	11,532
WSPCC Permits	3,240
Sewer Connection Fees	370
Misc. Prot. Licenses	1,693
Court Fines	1,821
Election and Registration	425
Recording and Clerk Charges	9,300
Sale of Maps, etc.	1,173
Parking Fines	11,121
Pistol Registration	1,358
Bicycle Registration	42
Reimbursable Detail	256,740
Misc. P.D. Charges	15,831
Animal Control Fees	1,540
Ambulance Service	5,066
Misc. F.D. Charges	21,761
Public Hearings	7,800
Land Use Ordinance	355
Police Alarms	365
Outside Detail - Fire Dept.	12,931
Welfare Reimbursements	8,391
Welfare Liens	18,721
Recreation Charges	59,237
Library Fines and Other Charges	13,904
Public Works Charges	9,674
Cemetery Charges	19,888
Sewer Receipts	409,523
Water Receipts	902,389
Capital Reserve Payment	17,924
Interest Earnings	378,599
Trust Fund Interest	25,535
Rent of Town Property	27,405
Sale of Town Property	30,182

Tax Sale	743,066
Interest - Tax Sale	112,322
Water Adm. Charges	29,376
Return - Comp. Program	107,572
Water Management Fee	17,750
Payment in Lieu of Taxes	16,028
Revenue Sharing - Debt Service	58,000
Sale of Town Histories	230
Franchise Fee - Continental Cable	13,703
Miscellaneous Income	11,394
Temporary Loans	<u>3,000,000</u>
	26,651,588

* This report has not been audited and therefore subject to audit adjustment.

STATEMENT OF TOWN DEBT FOR THE YEAR ENDED 12/31/84

Issue	Amount Original Issue	Interest Rate	Final Payment	1/1/84 Outstanding Debt	Retired During Year	Outstanding Principal 12/31/84	Principal Due 1984	Payments Subsequent Years
Water Bonds								
Issued 1961	450,000	3.80	7/01/91	160,000	20,000	140,000	20,000	120,000
Issued 1965	550,000	3.40	7/15/95	190,000	20,000	170,000	20,000	150,000
Issued 1967	200,000	4.40	9/15/97	70,000	5,000	65,000	5,000	60,000
Issued 1972	600,000	5.00	1/15/92	270,000	30,000	240,000	30,000	210,000
Issued 1978	780,000	6.75	12/01/98	560,000	40,000	520,000	40,000	480,000
Issued 1982	<u>250,000</u>	9.009	12/01/97	<u>230,000</u>	<u>20,000</u>	<u>210,000</u>	<u>20,000</u>	<u>190,000</u>
	2,830,000			1,480,000	135,000	1,345,000	135,000	1,210,000
Sewer Bonds								
*Issued 1963	1,620,000	3.00	4/01/93	700,000	65,000	635,000	65,000	570,000
*Issued 1967	500,000	4.20	9/15/97	180,000	20,000	160,000	20,000	140,000
Issued 1969	185,000	6.50	12/01/89	45,000	10,000	35,000	10,000	25,000
*Issued 1969	650,000	6.30	12/01/89	180,000	30,000	150,000	30,000	120,000
Issued 1972	655,000	5.00	1/15/92	270,000	30,000	240,000	30,000	210,000
Issued 1973	825,000	5.20	10/01/93	400,000	40,000	360,000	40,000	320,000
*Issued 1974	1,900,000	5.55	6/01/93	1,000,000	100,000	900,000	100,000	800,000
Issued 1978	450,000	6.75	12/01/98	325,000	25,000	300,000	25,000	275,000
Issued 1982	<u>600,000</u>	9.009	12/01/97	<u>551,500</u>	<u>48,500</u>	<u>503,000</u>	<u>48,500</u>	<u>454,500</u>
	7,385,000			3,651,500	368,500	3,283,000	368,500	2,914,500
Municipal Bonds								
Issued 1965	255,000	3.40	7/15/85	20,000	10,000	10,000	10,000	0
Issued 1982	<u>2,100,000</u>	9.009	12/01/97	<u>1,930,500</u>	<u>169,500</u>	<u>1,761,000</u>	<u>169,500</u>	<u>1,591,500</u>
	2,355,000			1,950,500	179,500	1,771,000	179,500	1,591,500
Highway Bonds:								
Issued 1979	1,700,000	5.70	5/01/94	1,200,000	125,000	1,075,000	125,000	950,000
Issued 1982	<u>150,000</u>	9.009	12/01/97	<u>138,000</u>	<u>12,000</u>	<u>126,000</u>	<u>12,000</u>	<u>114,000</u>
	1,850,000			1,338,000	137,000	1,201,000	137,000	1,064,000
Totals	14,420,000			8,420,000	820,000	7,600,000	820,000	6,780,000

*Payments of Principal and Interest Guaranteed by State of N.H.

COMPARATIVE STATEMENT OF APPROPRIATIONS

Account	Budget 1984	Carryover 1983	Expended 1984	Carryover 1984	Balance +(-)
Governing Bodies	45,503	959	47,376		(914)
District Court	109,529		110,898		(1,369)
Town Manager	78,276	80	89,714		(1,358)
Tax Collector	47,657		48,372		(716)
Town Clerk	67,500	114	69,635		(2,021)
Finance/Personnel	190,475	180	166,744		23,911
Assessing	81,251		82,588		(1,337)
Municipal Bldgs.		1,098	1,098		0
Elections	17,820		21,166		(3,346)
Legal Services	48,500		36,122		12,378
Boards & Comm.	12,543	4,800	15,822		1,521
Adm. Services	75,000		84,791		(9,791)
Debt Services	1,042,510		1,023,491		19,019
Contingency	5,000	162	9,099		(3,938)
Employee Benefits	1,004,632	756	1,032,424		(27,035)
Insurance	276,070		297,518		(21,448)
Police Department	1,554,686	2,683	1,563,630	24,078	(30,339)
Fire Department	1,583,224	1,380	1,655,873	496	(71,765)
Resources & Dev.	144,881	21	145,447		(545)
Animal Control	32,438	113	32,178	348	25
Civil Defense	8,450	59	8,509	2,204	(2,204)
Water Dept. Service	30,000		30,000		0
Outside Human Serv.	48,269		48,269		0
Welfare	142,641		136,095		6,546
Recreation	114,000	272	114,754	1,117	(1,600)
Elderly	51,769	530	51,241	,862	169
Library	420,000	1,046	417,957	3,437	(347)
Community Contr.	8,300		7,737		,563
Public Works	1,474,590	82,322	1,372,561	11,447	172,904
Traffic Lighting	287,600	1,300	229,115	30,000	29,785
Local & Grant Prog.	203,000	19	259,438	,672	(57,090)
Sewer Dept.	523,783	4,331	503,162	2,334	22,618
Water Dept.	986,004	22,495	767,485	17,448	223,566
School & County	11,657,342	5,403,293	11,409,527	5,651,108	0
Special Articles	94,967	90,718	75,166	94,101	16,418
Misc. Expense			5,881		(5,881)
Overlay	470,967		33,275		437,692
	<u>22,939,177</u>	<u>5,618,731</u>	<u>22,004,158</u>	<u>5,839,652</u>	<u>714,098</u>

*This report has not been audited and therefore subject to audit adjustment.

COMPARATIVE STATEMENT OF RECEIPTS GENERAL FUND*

Revenue 1984	Estimated 1984	Actual 1984	Excess (Deficit)
Local Taxes			
Property Tax	16,918,431	17,011,616	93,185
Resident Tax	188,540	169,698	(18,842)
Nat. Bank Stock Tax	10	10	--
Boat Tax	7,000	8,498	1,498
Interest on Taxes	100,000	95,932	(4,068)
Resident Penalties	2,600	1,554	(1,046)
Yield Tax	1,000	917	(83)
State Taxes and Revenue			
Business Profits	710,789	710,789	--
Shared Revenue	378,103	378,103	--
Sewer Reimb. WPC	36,636	36,636	--
TRA "B"	172,306	172,306	--
Civil Defense	--	1,290	1,290
Railroad Tax	25	51	26
Highway Block Grant	216,522	216,522	--
Local Sources			
Auto Permits	1,223,445	1,448,626	225,181
Licenses-Permits-Fees	211,950	212,486	536
Police Department	34,900	28,716	(6,184)
Reimbursable Detail	190,000	256,740	66,740
Fire Department	52,800	39,757	(13,043)
Public Works Department	27,500	31,101	3,601
Welfare	40,000	27,112	(12,888)
Recreation Department	50,000	59,237	9,237
Library	15,500	13,904	(1,596)
Water Department	986,004	902,389	(83,615)
Sewer Department	523,783	409,523	(114,260)
Interest Earnings	380,000	378,599	(1,401)
Trust Fund Interest	20,000	25,535	5,535
From Capital Reserve Funds	--	17,924	17,924
Rent Town Property	15,000	27,405	12,405
Salem Town Property	15,000	30,182	15,182
Interest — Tax Sale	135,000	112,322	(22,678)
Sewer & Water Adm. Chrg.	50,376	29,376	(21,000)
Return — Comp. Program	100,000	107,572	7,572
Water Management Fee	27,000	17,750	(9,250)
Traffic Lights — Pelham Rd.	15,000	--	(15,000)
Payment in lieu of Taxes	--	16,028	16,028
Revenue Sharing — Debt Serv.	58,000	58,000	--
Miscellaneous Income	35,957	25,335	(10,622)
	<u>22,939,177</u>	<u>23,079,541</u>	<u>140,364</u>

Mark a Cross (X)
Opposite Your Choice

Total Vote 4145

ZONING AMENDMENTS

TOWN CLERK for three years		Vote for ONE
Eleanor B. Barron		3306
SELECTMAN for three years		Vote for NOT MORE THAN TWO
Ronald J. Belanger		1594
Stephen Buco		1395
Ronald J. Eysel Sr.		186
Charles T. McMahon		798
Phyllis A. Raynowaka		827
Roland C. Smith		1138
Richard Tibbatts		943

SELECTMAN for one year		Vote for ONE
Patricia A. Dzauglis		459
Howard Glynn		1627
Lee R. Martin		445
Richard Southwick		1330
Stephen Buco		2

TAX COLLECTOR for three years		Vote for ONE
John H. Lamprey		3391
Elmer Bussey		1

TOWN TREASURER for three years		Vote for ONE
Richard E. Driscoll		1746
Gloria Kurlako		1622

TRUSTEE OF TRUST FUNDS for three years		Vote for ONE
Hobart W. Spring Jr.		2824
TRUSTEE OF KELLEY LIBRARY for three years		Vote for ONE
Berlice E. Woodbury		3077
BUDGET COMMITTEE for three years		Vote for NOT MORE THAN TWO
David R. Boutin		2265
Andrew J. Grasso		1353
Charles A. Marcin		1282
Earl K. Marrow		1022
Arthur Campbell		1
James Valentino		1

BUDGET COMMITTEE for one year		Vote for ONE
William G. Carney		2035
James A. Valentino		1377
Roy Emerson		2
Ronald Eysel		1
A. Bernier		1
Laurence N. Belair		2975

SUPERVISOR OF CHECKLIST for six years		Vote for ONE
Janice K. Habb		2867
Joan Sabatini		1

ARTICLE 2.
Are you in favor of the adoption of the amendment to the existing town Building Code as proposed by the Planning Board? (This amendment would replace the 1968 National Electrical Code and replace it with the 1984 National Electrical Code.)

YES ☐ 452
NO ☐ 986

ARTICLE 3.
Are you in favor of the adoption of Amendment No. 1 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment would create a new district for Planned Residential Development in which townhouses as well as single-family houses could be erected. The minimum contiguous land area for a lot in the Residential District would be ten (10) acres in the Residential District, twenty (20) acres in the Rural B District and forty (40) acres in the Rural A District.)

YES ☐ 1525
NO ☐ 2074

ARTICLE 4.
Are you in favor of the adoption of Amendment No. 2 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment would permit the development of tracts of land in the Residential Zone having a minimum of ten (10) acres, tracts in Rural Zone B having a minimum of twenty (20) acres, and tracts in Rural Zone A having a minimum of forty (40) acres, as Planned Residential Developments in which manufactured housing (including mobile homes) may be placed or constructed. Passage of this amendment will bring the town into compliance with the State's Manufactured Housing legislation.)

YES ☐ 1730
NO ☐ 1778

SPECIMEN

ARTICLE 5.

Are you in favor of the adoption of Amendment No. 3 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment would require that the minimum lot size for a duplex in the Residential Zone be not less than thirty-seven thousand five hundred (37,500) square feet, and as an additional minimum, if no municipal sewerage is available, the minimum lot size for a duplex be not less than the size set forth in the Subdivision Control Regulations.)

YES ☐ 2350
NO ☐ 1124

ARTICLE 6.

Are you in favor of the adoption of Amendment No. 4 as proposed by the Planning Board for the Town Zoning Ordinance as follows? (This amendment would require that the minimum lot size for a duplex in the Rural Districts be not less than forty-five thousand (45,000) square feet, and as an additional minimum, if no municipal sewerage is available, the minimum lot size for a duplex be not less than the size set forth in the Subdivision Control Regulation.)

YES ☐ 2155
NO ☐ 1168

ARTICLE 7.

Are you in favor of the adoption of Amendment No. 1 to the zoning ordinance as proposed by petition of the voters of this town? (This amendment would change the zoning classification of certain land near the southerly end of Pleasant Street from Residential to Commercial-Industrial C.) The Planning Board neither approves nor disapproves this amendment.

YES ☐ 1006
NO ☐ 2309

ARTICLE 8.

Are you in favor of the adoption of Amendment No. 2 to the zoning ordinance as proposed by petition of the voters of this town? (This amendment would place the Rockingham Racetrack property in a new zoning classification, one designated as Commercial-Industrial Subdistrict D. It provides also that not less than seventy (70) percent of the land in the zone must be used for horseracing and horseracing-related uses.) The Planning Board disapproves this amendment.

YES ☐ 1260
NO ☐ 2210

ARTICLE 9.

Are you in favor of the adoption of Amendment No. 3 to the zoning ordinance as proposed by petition of the voters of this town? (This amendment would rezone from Rural A to Highway Commercial a small tract of land (less than an acre) situated on the north side of Hampshire Street.) The Planning Board approves this amendment.

YES ☐ 2127
NO ☐ 1269

ARTICLE 10.

Are you in favor of the adoption of Amendment No. 4 to the zoning ordinance as proposed by petition of the voters of this town? (This amendment would create a multi-family housing district in an area bounded westerly by Route 28 and northerly by Belmont Avenue.) The Planning Board neither approves nor disapproves the amendment.

YES ☐ 898
NO ☐ 2588

ARTICLE 11.

Are you in favor of the adoption of Amendment No. 5 to the zoning ordinance as proposed by petition of the voters of this town? (This amendment would rezone from Rural A to Commercial-Industrial B acreage somewhat greater than one hundred (100) acres lying westerly of new Route 111 and easterly of the Windham Town line.) The Planning Board disapproves this amendment.

YES ☐ 660
NO ☐ 2740

ARTICLE 12.

Are you in favor of the adoption of Amendment No. 6 to the zoning ordinance as proposed by petition of the voters of this town? (This amendment would rezone from Residential to Garden Apartment R-A District approximately seven (7) acres of land located northerly of Brookdale Road, easterly of Canobie Avenue, southerly of Canobie Lake and westerly of Bus Road.) The Planning Board disapproves this amendment.

YES ☐ 462
NO ☐ 2994

ARTICLE 13.

Are you in favor of the adoption of Amendment No. 7 to the zoning ordinance as proposed by petition of the voters of this town? (This amendment would rezone approximately thirty-four (34) acres situated northerly of Route 97 and easterly of Hempstead Street from Limited Community Shopping District to Rural.) The Planning Board disapproves this amendment.

YES ☐ 890
NO ☐ 2506

ARTICLE 14.

Do you favor the continuation of the town manager plan as now in force in this town?

YES ☐ 2113
NO ☐ 1488

